

form of products, services, and delivery mechanisms. This is an excellent background paper for any reader concerned with the operation, marketing, or use of information services.

The papers noted above provide the main substance of this publication, and on balance, the book is recommended for reading and reference work.—*Charles P. Bourne, Director, Institute of Library Research, University of California, Berkeley.*

Pflug, Warner W., comp. and ed. ***A Guide to the Archives of Labor History and Urban Affairs, Wayne State University.*** Detroit: Wayne State Univ. Pr., 1974. 195p. \$8.95. (LC 73-6004) (ISBN 0-8143-1501-1)

The publication of this guide is an important event for scholars interested in the study of American labor history, urban history, or twentieth-century Michigan history. With the generous assistance of the United Automobile, Aerospace, and Agricultural Implement Workers Union, and particularly of its late president, Walter Reuther, the Archives of Labor History and Urban Affairs has grown into a nationally significant cultural institution. Its holdings, as of January 1974, total over 230 accessions of personal papers including those of Herman Benson, Selma Borchardt, Katherine Pollak Ellickson, U.S. Senator Patrick Vincent McNamara, Nemma Sparks, Mark and Helen Starr, and Mary Heaton Vorse.

Major archival accessions include the records of four national or international labor organizations: the Air Line Pilots Association, the American Federation of Teachers, the Newspaper Guild, the United Automobile Workers, and the United Farm Workers. Wayne holds the papers of over forty other organizations as well, among the most prominent of which are the Congress of Industrial Organizations (Department of Education and Research and the Office of the Secretary-Treasurer), the California Migrant Ministry, the Citizens Crusade Against Poverty, the Miners for Democracy, and the National Association for the Advancement of Colored People (Detroit Branch). Also among the documentary materials at Wayne are 133 oral history interviews on unionization in the automobile in-

dustry and 32 interviews on the role of blacks in organized labor.

Although it must be welcomed by those interested in Wayne State's holdings, this publication unfortunately lacks the depth and consistency that could have made it an outstanding archival finding aid.

Brief paragraph-long descriptions, which do give us adequate information about the individuals whose papers are being described, are occasionally uneven in their treatment of the subject matter represented in the collections. The sixty-five linear feet of the papers of George Addes, secretary-treasurer of the UAW from 1936-1947, for example, are described in three sentences; the same amount of space is given to an analysis of the three items known as the John Anderson Papers. Similarly, the eight linear feet of records of Henry Krause receive more space in the text than the 427½ feet of materials and 500 volumes contributed to Wayne by Senator McNamara. If the lack of balance between the size of the collection and the description can be explained by restrictions on the use of the more sparsely described collections or by the availability of detailed guides to such collections, no indication of such extenuating circumstances appears in these descriptions or others like them.

Researchers will also find occasional generalizations in the collection descriptions annoying. Phrases such as correspondents include ". . . most well-known union leaders" (Richard T. Gosser Papers) or correspondents include ". . . many other prominent persons in labor, literary, and political fields" (Mary Heaton Vorse Papers) merely tantalize rather than inform.

Archivists must also query the curious practice of separating the official correspondence generated by union officers from the rest of the records of the United Automobile Workers and the designation of such records as "private papers." The records of over seventy union officers including Walter Reuther himself are termed private papers in the guide. The confusion that can result from this practice is exemplified by the appearance of Victor Reuther's records both under his name in the Personal Papers section of the publication and under the United Auto Workers records as "UAW

Education Department, Victor Reuther Files."

A further, though somewhat less disturbing, problem exists with the tendency to designate a manuscript accession as an individual's papers merely because that individual happened to collect the material. Thus, the Jean Gould "Papers" consist of "12 letters and part of another from Eugene Debs to C. W. Ervin."

Although attention to the problems described in this review would undoubtedly make the next edition of the Wayne State Guide more useful, nothing said here should discourage purchase of the publication. The importance of Wayne's collections alone would insure it a place on the shelves of every major research library even if the guide were not the useful finding tool it is. Given the enormous difficulties inherent in the production of such finding aids, the editor is to be congratulated on the generally high quality of his product. Many more venerable institutions will envy its appearance, and scholars will find it a useful introduction to Wayne's collections especially when used in conjunction with the repository's occasional newsletter.—*Richard Strassberg, Labor-Management Documentation Center, Cornell University, Ithaca, New York.*

***Studies in Library Management***, volume two. Edited by Gileon Holroyd. Hamden, Conn.: Linnet Books and Clive Bingley, 1975. 167p. \$10.00. (ISBN 0-208-01357-1)

Library management is an important aspect of librarianship, and this series will help shed light on present and future problems. This volume is divided in two major sections: management theory and techniques in the first; and nonprint materials, public relations, decentralization, and education in the second.

D. J. Foskett writes about "General Systems Theory and Organization" in which he attempts to cover the field in too little space. He does let the reader know this is not a simple subject and that it will require some digging to gain understanding. A. Gilchrist in "Consultancy, Systems Engineering and Libraries" points out that in the systems approach and in consultancy one

should take the large view, determine the problem(s), and identify all the factors involved—especially the human—in order to arrive at solutions.

J. Cloke's "Some Management Techniques in a London Library" lists ways one can gain ideas and identify trends through principles of investigation, organization and method questions, and operational research techniques. All are useful to management but are not a substitute. A number of charts are appended which would have been handier in the text.

The last essay in the first section is W. Y. Arms' "Operational Research in Libraries" where it is pointed out that when more than common sense in the decision process is needed one can utilize mathematical models to simulate a system.

The second part begins with C. Maguire and M. Track's "The Impact of Non-Print Materials on Library Administration," which indicates that the library's role is a confusing one; however, since humans perceive in numerous ways, many material formats are needed to meet needs and serve individuals fully. B. Usherwood in "Library Public Relations: An Introduction" states the library must become knowledgeable about all people in its service area and about itself. Then the library should take every opportunity to tell its story through the many internal and external communication channels available. R. Emery discusses "Some Human Problems of Decentralization," pointing out that while geographic distances may cause problems, poor administrative practices certainly will. Good communications, clear statements of purposes, and procedures are a necessity.

R. D. Stueart in "Education for Library Administrators" provides a summation. Social, educational, and technological advances are transforming libraries into complex organizations with many new problems. The librarian's job is becoming so intricate that job experience is not enough. Systems analysis, statistics, and management courses are needed in library education plus an effort to keep up afterwards. This volume will give librarians everywhere food for thought.—*J. Wayne Baker, Library Director, Ohio Northern University, Ada, Ohio.*