

be enough resources to build new libraries at all universities at a scale needed to match their growth, the UGC (the body in Britain that allocates funds for universities, including their libraries) established a working party to review the policy for the provision of new buildings and to make recommendations for changes. This is the working party's report.

It is nothing less than a complete "revisionist" view of university librarianship. It questions the vast body of conventional wisdom and received ideas on the natural growth of academic research libraries and puts forth a new, highly controversial concept of the "self-renewing library" in which new acquisitions are offset to a considerable extent by withdrawals. It is a concept that is a natural development in the British library scene and a logical component in an evolving national library system dominated by the same revisionist thinking that produced first the NLL and then the centralized British library incorporating the BLLD.

The report is brief, clear, and well written and should be required reading for all U.S. academic research librarians and network planners. Anthony J. Loveday, the Secretary of the Standing Conference of National and University Libraries (SCONUL, the British counterpart of ARL), has written a long and highly critical appraisal of the report (*Journal of Librarianship* 9:17-28 [January 1977]) which makes essential supplementary reading for those who want both sides of the argument.—Richard De Gennaro, *University of Pennsylvania*.

Evans, G. Edward. *Management Techniques for Librarians*. Library and Information Science. New York: Academic Press, 1976. 276p. \$14.50. LC 75-13089. ISBN 0-12-243850-7.

This book is intended as a text for graduate students in library management courses. The author, who teaches at UCLA, states he found no satisfactory text, and that is indeed a reflection of the state of the art. He makes a distinction between books on library administration dealing with the organization of services for a particular type of library (of which there are a number avail-

able) and one which would present basic organizational and managerial *techniques* common to all libraries and other enterprises. Since libraries have depended quite heavily on the "sink or swim" approach in terms of managerial skills, this book does fill a need, but to a limited extent. The author himself doubts that library management can be taught in the sense of cataloging or acquisitions. At the least, some mistakes and pitfalls may be avoided.

*Management Techniques for Librarians* pulls together standard material drawn from the literature of administrative science and organizes it into fourteen chapters on: library management; history of management; styles of management and organizational thought; creativity and the library; decision making; planning; delegation; delegation of authority; communications; motivation; personnel; finance; work analysis; and management, librarians, and the future. Each chapter has a bibliography of one to two pages including numerous articles from the literature of librarianship as well as old standbys from the field of administration. There is an index.

Each of the chapters summarizes the various schools of thought with much listing of steps and attributes, virtues and faults. Illustrative library examples are provided. Too often, however, the library applications are perfunctory; or there is inadequate editorial transference into the world of libraries, and the orientation remains industrial or commercial.

In general, the author has done a decent job of organizing and summarizing the material which is traditionally used, but there's not anything new here. For example, in the chapter on motivation he runs through Maslow's hierarchy of needs, McGregor's Theory X and Theory Y, Argyris' continuum, the Herzberg model, and several others.

There are stages in management methods, and the in-words change frequently. A few recent ones that he missed: management by objectives, zero-base budgeting, and MRAP.

Some matters of current interest are dealt with summarily. Participative management, although listed in the index, never gets mentioned in the four pages of text dealing with committees, a different empha-

sis entirely. Unions barely get a half-page. Computerization gets short shrift, though it is acknowledged that it does have a significant role to play in work analysis and the work activity in a library.

An admirable feature throughout the book is the nonsexist terminology which the author has obviously been careful to use, with rare lapses to "he" or "his."

A constant underlying message is that successful administrators come in many styles, and there are no hard and fast rules. Why then do we need a textbook? Only because it is obligatory to have an educational background in administrative concepts and techniques (or, administrative myths and proverbs), if only to discard them as experience and personal judgment dictate.—A. A. Mitchell, *Associate Librarian, State University of New York, College at Plattsburgh*.

**The Business of Publishing: A PW Anthology.** With an Introduction by Arnold W. Ehrlich. New York: Bowker, 1976. 303p. \$11.95. LC 76-42195. ISBN 0-8352-0893-1.

Few trade journals can match *Publishers Weekly's* history of dedicated service to the book industry. Since 1871 its editorial pages have exerted a very positive influence on the conduct of book publishing and bookselling. The contributions to American culture of *PW's* past editors Leypoldt, Bowker, and Frederic Melcher are comparable to those made by the industry's most distinguished publishing houses.

Reviewing the past five years of publication, Arnold W. Ehrlich, *PW's* present editor-in-chief, has selected forty-five articles which emphasize, as one might gather from the title, the business side of publishing. The primary audience for this book is likely to be people who have recently entered the book trade. As a book of readings, the anthology complements some recent analyses of book publishing economics: John P. Dessauer's *Book Publishing, What It Is, What It Does* (Bowker, 1974); Clive Bingley's *The Business of Book Publishing* (Pergamon, 1972); and Dinoo J. Vanier's *Market Structure and the Business of Book Publishing* (Pitman, 1973).

While not as comprehensive as Grannis'

standard survey, *What Happens in Book Publishing* (Columbia, 2d ed., 1967), the major functions—editorial, production, and distribution—and many of the major categories of book publishing are represented. While all the contributions reveal the operational side of the publishing business, most are quite readable; some are entertaining. And some manage to reveal the idealism and commitment which annually encourage thousands of freshly-washed faces to seek employment in the industry. Outstanding among the regular contributions to *PW* have been John Dessauer's and Paul Doebler's thoughtful and provocative essays. Ehrlich has chosen their best pieces for inclusion. The Benjamin, Brockway, and Prescott rebuttals to Dessauer's "Too Many Books?" argument are also represented. Thomas Weyr's comprehensive series on book clubs is here, as well as three articles from Roger H. Smith's 1975 series on mass market paperback distribution. (Smith later expanded this series into *Paperback Parnassus* [Westview Press, 1976].)

Because this is a collection of reprints rather than a commissioned anthology, some important areas of the book industry receive only slight reference, if any at all: regional and foreign publishing, trade paperbacks, book wholesalers and retailers, and new integrated book manufacturing systems.

Much less excusable is the collection's page design and typography. A cut-and-paste collection, the articles have merely been photocopied and printed from their original journal pages. This results in differing type styles and page formats as well as uncorrected typos. As with most anthologies of this sort, the index is also skimpy.

Despite these shortcomings, plus a questionable price tag for a collection of previously published pieces, the anthology belongs in any library attempting to stay abreast of contemporary American book publishing methods. College libraries will also want to include it among their "career" book selections.—Thomas L. Bonn, *Associate Librarian, Memorial Library, State University of New York, College at Cortland*.

**Pages: The World of Books, Writers, and Writing.** 1— Matthew J. Bruccoli, Editorial Director. C. E. Frazer Clark,