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BOOK REVIEWS

Stueart, Robert D., and Eastlick, John Taylor. *Library Management*. Library Science Text Series. Littleton, Colo.: Libraries Unlimited, Inc., 1977. 180p. \$11.50. LC 76-49568. ISBN 0-87287-127-4.

This slender volume covers the historical

development of management theory and discusses, under the following headings, each of the functions which are carried out in the management of organizations: planning, organizing, staffing, directing, and controlling the operation. Treatment is simple, concise, and well organized although clearly not exhaustive. According to the authors, the book proposes to present the principles of management in a conceptual

framework, thus providing a useful tool for both practitioners and students.

Indeed, the book should appeal to students and to librarians without an extensive management background. It is also useful as a handbook for administrators since specific information can be located very quickly. It is intended that the book is to be used in conjunction with case studies, in-box simulations, and other exercises which would expand the learning process.

Owing to the format of the book, only the most basic ideas and theories of each of the important contributors to the development of management science have been noted. All important developments have been included, however, and the bibliographies which accompany each chapter are thorough in their coverage and of very high quality. Further reading along these suggested lines would provide an excellent basic education in management theory.

The authors make some sweeping generalizations with few facts to bolster them. As an example, they state on page 44, "The higher a person is on the administrative scale, the less aware he is of the inadequate

opportunities given for staff participation." This seems to assume that persons higher on the administrative scale never went through the lower ranks or if they did that they do not remember the conditions under which they worked. No studies are cited, nor are data presented to substantiate the allegation.

On page 161 the authors state that it is easy to justify line-item budgets since "it can be found that the allocated funds were spent in the areas for which they were budgeted." A number of library managers of my acquaintance would dispute that statement.

On pages 56 and 57 the authors assert that staff officers are prone to assume line authority over supervisors (through the exercise of their specialized knowledge) to the extent that their presence and action should be regarded as "dangerous." Again, no research is cited for this biased interpretation of staff function, and the solid contribution such persons can make in view of their specialized knowledge and skills is not discussed.

The book is also marred by very careless editing. Early chapters in particular suffer from incorrect words ("schools" for skills on page 19; "conscientiously or unconscientiously" for consciously or unconsciously on page 107; "of" for "or"; "it" for "if"; in several locations, "probably" for "probable"; etc.). In addition, there are poorly written phrases and sentences that often make deciphering the authors' meaning somewhat difficult. For example, "Perhaps a better example might be if a library decides to re-plan its service points with the result that a branch library is closed down" [sic] p.40; or "Distinguish big from little problems, to avoid getting caught in a situation that is rapid-fire and not effective" [sic] p.45.

There are also errors in attribution. On page 18, Frank and Lillian Gilbreth are identified as early members of the Scientific Management School who "expanded the concepts of motion study and fatigue" and who also authored *Cheaper by the Dozen*. In fact, the book was written by their children, Frank B. Gilbreth, Jr., and Ernestine Gilbreth Carey. The typographical errors, factual errors, and awkward sentences are

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irritating and could have been easily repaired by a good editor.

But I do not mean to be overly critical. In spite of its defects, the book is clear and easy to understand. It provides a general frame of reference which is applicable to any type of library. In expanding on the principles presented, the authors draw on examples from recent academic library management literature as well as that of public and school libraries. The book does not duplicate other library management publications such as Lowell's *Management of Libraries*, Rogers and Weber's *University Library Administration*, or Hamburg's *Library Planning and Decision Making Systems*. It is a practical and useful guide to the world of library management.—Dale B. Canelas, Assistant Director for Public Services, Stanford University Libraries.

Magrill, Rose Mary, and Rinehart, Constance, comps. *Library Technical Services: A Selected, Annotated Bibliography*. Westport, Conn.: Greenwood Press, 1977. 238p. \$14.95. LC 76-27130. ISBN 0-8371-9286-2.

Anyone needing quick, easy access to the major literature of current, general interest on technical services will find this new bibliography useful. The serious researcher will still need to use *Library Literature*, but the person wanting to become familiar with a topic probably will find sufficient entries in this book without struggling through excess material. The authors promise a supplement, which will be necessary if the book is to remain topical.

Most of the 1,274 entries have dates within the past ten years. Those with earlier dates are bibliographies and reviews of a year or are concerned with general principles and topics of historical interest, such as the emergence of approval plans, or do not date readily (e.g., repair and preservation of materials). Foreign material is not included, but selected ERIC documents are. Each entry is briefly annotated, and bibliographies in the material are mentioned with pages or number of references listed.

The book is divided into seven broad subject headings with each heading subdivided into several smaller areas and ar-

ranged in chronological order. The topics included are organization of technical services and management and administration of the acquisition, organization, maintenance, and circulation of materials, serials, and special materials. There is a name index and a separate subject index.

Most technical services librarians and teachers of technical services courses will want a copy. Others without access to *Library Literature* or without the time to use it adequately also will find this book helpful.—Martha Willett, Technical Services Librarian, Indiana State University, Evansville.

Advances in Librarianship. Volume 7. Edited by Melvin J. Voigt and Michael H. Harris. New York: Academic Press, 1977. 348p. \$22.50. LC 79-88675. ISBN 0-12-785007-4.

Volume 7 of *Advances in Librarianship* reflects the changing world of librarianship. Five of the contributions deal with the continuing traditional concerns of librarianship, such as classification (Ingetraut Dahlberg's

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