

rather inadequate descriptive term), but it shows the same misunderstanding of the nature of OCLC as a cooperative activity as did the earlier incorrect statement on OCLC's membership.

As a result of not presenting a complete picture of problems facing networks today (such as complexities and developments), when Martin comes to the concluding chapter, "Networks and Libraries in the Years Ahead," she fails to include any mention of the increasingly important networks' competition for decreasing revenues, the implication of the difficulties of initiating development capital, governance in all cooperative activities, network linkage, and the implication of OCLC's recent governance management changes. These factors are as important in the years ahead as the growth of RLG and the diminishing role of the Library of Congress.

In conclusion, while I found many points of interest in this book, the errors of fact about OCLC, the absence of a consistently objective assessment of the major computer-based networks, the lack of analytical discussion of the regional or state networks, and general

unevenness of detail all result in confusion and misunderstanding for the uninformed and frustration for the more experienced.—*D. Kaye Capen, Iowa State University, Ames.*

Advances in Librarianship, Volume 10. Ed. by Michael H. Harris. New York: Academic Pr., 1980. 268p. \$23. LC 79-88675. ISBN 0-12-785010-4.

Like recent volumes in this series, this volume of *Advances in Librarianship* is a mixed bag of longer essays on various aspects of contemporary librarianship. Despite the lack of any apparent unifying theme for the series, or the volume, both contain a useful examination of issues and ideas not readily available elsewhere. It is, and perhaps this is its chief virtue, one of the few library publications that offers space for relatively current and somewhat longish essays. It is a series, and a volume, that is difficult to review because of the disparate and uneven nature of the contributions. It is a series that academic librarians should probably examine regularly, and the present volume contains at least three essays of particular interest and value to academic librarians.

Axford's "Academic Library Management Studies: From Games to Leadership" is a critique of management science and the academic library with particular emphasis on the Association of Research Libraries' Office of Management Studies' Management Review and Analysis Program (MRAP) and, to a lesser degree, on the Pittsburgh collection study and the National Enquiry into Scholarly Communication. Like most of Axford's work this essay is provocative. His criticisms of MRAP are well thought out and, on reflection as an MRAP participant, I would agree that "the potential for the MRAP for improving academic library performance seems to be modest at best"; but at the same time I would point out that it has other values, especially in staff development, that Axford fails to recognize. On the other hand, his views that the Pittsburgh study, the National Enquiry, and the development of RLG/RLIN are likely to produce significant changes in the management of academic librarianship are largely speculative and seem somewhat naive.

Young's essay, "And Gladly Teach: Bibliographic Instruction and the Library," is among the few really critical examinations of

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this increasingly popular subject. It is a welcome contrast to the testimonials and the advocacy that constitute so much of the literature of this subject. Young pinpoints "the lack of conceptual definition, spotty research, uneven financial support, and insufficient endorsement outside of the library" as issues deserving particular attention at a time when budgetary constraints make this kind of program especially vulnerable. He offers some interesting and challenging suggestions for those programs.

Lynden's "Library Materials Budgeting in the Private University Library" is perhaps the best of the contributions in this volume. It is an updated version of a somewhat longer report he prepared in 1978 as the outgrowth of a Council on Library Resources fellowship that enabled him to study in detail the library materials budget policies and processes in twelve of the largest private academic university libraries in the United States. While of special interest to those in large private academic libraries, it contains information and ideas that should be of value to us all. It is particularly interesting to note that of all of these libraries Harvard fared best in the 1970s, at least in part because of its careful and accurate study in 1966 of the needs of the future. Lynden suggests the importance of such planning for all academic libraries, although he finds that few studies are currently under way even among these twelve libraries.

Of the remaining three essays only Simon-ton's "AACR 2: Antecedents, Assumptions, Implementation" has much value. It is a good summary of the major issues and directions and offers some thoughtful comments about the future of catalog code revision. Sodd's essay, "Individual Decision Theory: An Overview," like most efforts to interpret the techniques of other fields for librarians, is full of jargon and has little relevance despite his effort to suggest, in conclusion, possible applications to librarianship. Mangla's essay, "Library Education in India, Pakistan, and Bangladesh," which continues a series of articles dealing with library education in other parts of the world, is of very limited interest both because of the content and because it represents only secondary-source material on Pakistan and Bangladesh and is two to three years out of date already.

All in all this is one of the more useful volumes in the series for the academic librarian

and suggests again that the series is at least worth keeping an eye on.—Norman D. Stevens, *University of Connecticut, Storrs.*

Rizzo, John R. *Management for Librarians: Fundamentals and Issues*. Contributions in Librarianship and Information Science, no.33. Westport, Conn.: Greenwood, 1980. 339p. \$35. LC 79-8950. ISBN 0-313-21990-7.

About six years ago, there was little written on management processes for librarians. This problem was particularly acute if you sought a comprehensive treatment geared to graduate students in library science taking a survey course in management. Fortunately, times have changed: there are now a number of books available and several anthologies.

A major impetus behind the increase in text offerings has been the growth of attention paid to librarians as managers as libraries have become more complex. Anything that helps one learn about the management environment of libraries has become attractive. Effective management skills play an important part in the role of the professional librarian, and therefore acquiring those skills is a valued goal among many students. From this perspective, then, we find a new candidate for consideration as the text in a library management course. What does it have to offer?

For starters, it offers a comprehensive set of topics that are relevant to library management, and it does so in a way that is thought-provoking. It suffers somewhat in its moderate use of material derived from the library science literature. It suffers more from its lack of concrete examples to illustrate its theoretical approach to management issues.

Let's look first at the content coverage. The book is divided into thirteen chapters. The first six chapters are concerned with management processes: planning and evaluation, control and organizing. The next seven chapters are devoted to behavioral aspects of management: motivation, group behavior, employee appraisal and training, and leadership.

The chapters are written in a clear style. Important issues are discussed that are not covered in any other library management texts. Chapter 2 on organizational effectiveness and efficiency is particularly noteworthy. It provides the framework within which management activities and responsibilities are ex-