

# Recent Publications

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### BOOK REVIEWS

Great Britain, University Grants Committee. *Capital Provision for University Libraries: Report of a Working Party*. London: Her Majesty's Stationery Office, 1976. 42p. £1.20. ISBN 0-11-700313-1.

During the period of rapid growth and relative affluence that characterized the last two decades, U.S. academic librarianship was in its element and led the way in implementing new technology and innovative ideas. But now we have entered an era

of austerity and declining growth that is foreign to Americans, and we would be well advised to look abroad for some of the new attitudes and new ideas we will need to help us cope with hard times. Since British librarianship is clearly ahead of us in matters of austerity, we may be able to learn from their experience and proposed solutions.

This innocent looking HMSO document is a mine of thought-provoking ideas born of a drying-up of capital funds for university library construction in Britain in 1975. Anticipating that there were not going to

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-