

Jones provides the reader with an excellent synthesis of significant and timely concepts, and translates this analysis into an important agenda for professional and organizational action and research.—James G. Neal, *Pattee Library, Pennsylvania State University, University Park.*

Management Strategies for Libraries: A Basic Reader. Ed. by Beverly P. Lynch. New York: Neal-Schuman, 1985. 682p. \$35. LC 85-5668. ISBN 0-918212-86-3.

Compilations of articles centering on organizational or behavioral themes are commonplace in the field of management, and books of readings reprinting selections viewed as "classic" or particularly appropriate to the study of specific areas of business or public administration are required texts in many programs. Readers in librarianship are found less frequently—perhaps because instructors in our library schools expect fledgling information specialists to do their own gathering of relevant material. Readers in library management are fewer still. Interestingly, however, three such volumes have been published within the past four years: McClure and Samuels' *Strategies for Library Administration*, Person's *Management Process*, and now Lynch's *Management Strategies for Libraries*. Each is intended to set library management within a larger context of research and writing and each draws upon the broad literature of the social sciences and of librarianship. The emphasis is upon concepts and theory as they relate to libraries.

The works by McClure and Samuels and by Person are organized to bring together relevant articles and excerpts from books under a number of topical management headings. Lynch takes a slightly different structural approach. Rather than dividing the readings according to traditional administrative functions or major management tasks, she gathers them within three sections: "Theoretical Perspectives," "The Management Process," and "The Work of Management." Her intent is to provide first "the foundations for library organization and management" and then to proceed into the management of libraries, the manager's job, and the more

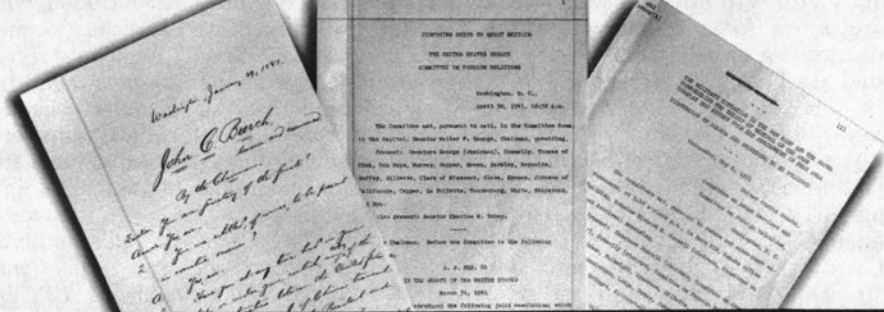
specific management functions. Her selections nicely fit these broad categories and the approach works well. Writings from administration and management fields and from sociology and psychology predominate in the first two parts while the majority in the final section derive from the library field. Of the thirty-eight pieces included, eighteen are taken from the literature of librarianship.

Each of the sections is prefaced with an overview in which the various articles are related to the section theme and to each other. An introduction to the volume focuses on a review of basic theories that Lynch groups into structural, human relations, and political approaches. She suggests that understanding management theory and attempting to view a problem "from more than one theoretical perspective" can provide useful insights to assist managers in their work.

With the wealth of management writings available the task of choosing articles for inclusion would seem to be a challenging one. In particular, decisions to exclude materials surely are difficult. Given the numbers involved, I suppose I should not have been surprised to discover little duplication between *Management Strategies for Libraries* and earlier readers, but I had expected to find a fair degree of overlap. I was certain that drawing from the classics of management and organization theory and from the best in the library field, the editors would have included in their compilations many of the same authors, if not identical works. However, a comparison of the Lynch, Person, and McClure and Samuels volumes, and of Wasserman and Bundy's 1968 *Reader in Library Administration* as well, revealed that of a total of 134 selections, only four were found more than once (in Lynch and in McClure and Samuels); two of these were from the management literature, two from librarianship. Only eight authors were included in more than one of the four books and none in more than two. But then a perusal of general management readers suggests this is not unusual. Editing a book of readings is a highly selective exercise obviously influenced by one's discipline, training, position, and perspective. In her

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preface Lynch acknowledges that the process was difficult and indicates her choices "reflect . . . theoretical and research interests which are centered in the study of the sociology of complex organizations."

Lynch's choices are good ones. We find here Peter Blau, R. M. Cyert and James March, Rosabeth Moss Kanter, Harold Koontz, Henry Mintzberg, Herbert Simon, Victor Vroom, and Max Weber among others from the larger world of organizational and behavioral theory. Included are Frederick Herzberg's "One More Time: How Do You Motivate Employees?" and "General Systems Theory" by Fremont Kast and James Rosenzweig. Donald Coney, Richard Dougherty and Fred Heinritz, Richard De Gennaro, George D'Elia, Robert Downs and Arthur McAnally, Thomas Galvin, Maurice Marchant, and Thomas Shaughnessy are some of the librarians

whose works are reprinted. Significant writings from the library literature include "The Functions of Library Management" by Paul Howard and "From Economic to Political Analysis of Library Decision Making" by Jeffrey Raffel. Lynch herself is represented by two pieces. An excerpt from Frederick Taylor's *Principles of Scientific Management* (1911), first of the selections, is among the oldest included, while Patricia Schuman's 1984 article, "Women, Power, and Libraries," is the most recent. Almost three-quarters of the articles first appeared within the past fifteen years.

Lynch has drawn together a number of important writings useful to understanding management theories and their applications to libraries. Her work is a worthy addition to the limited number of library management readers and texts.—Jordan M. Scjepanski, *University Library, California State University, Long Beach.*

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