

to be used in combination with geographical and other subjects. Cross references are generously supplied. In connection with these it is not always clear on what basis the decisions on *see* references were made—whether upon common agreement of members of the Committee, based on experience or personal judgment, or on common practice among a number of special libraries in addition to the four represented by the committee. In the complex cross reference structure, also, some blind alleys are apt to show up, namely the *see also* under "Research." No reference is made to the newest member of this group: "Operations research."

The problem of definition, likewise, proves troublesome, even though care was taken by the committee in checking. For example, "Cambist" normally includes not only foreign exchange rates, but also tables of weights and measures, for which no *see also* reference under the latter subject is given. "Factor" is defined simply as "commission merchant," although the more important angle from the financial viewpoint, particularly mentioned by the American Marketing Association Definitions Committee, and in the Prentice Hall *Encyclopedic Dictionary of Business*, is not indicated. "Real estate—Finance," or "Securities—Real estate" similarly are not included, although they would seem as desirable as some that are included. The Sherman Antitrust Act is noted, but not the Clayton Act nor the Webb-Pomerene Act.

In spite of these errors and omissions, the list shows care in compilation, conscious discrimination between current terminology and jargon, and an intent to set up a closely knit system of subject headings. The compilers likewise recognize tangential subjects, sometimes very important in the special library reference field, by admitting the need of more general, supplementary lists, but do not imply that this specialized compilation could be readily used as an extension of such lists. The use indicated for the list is therefore more for the highly specialized and usually smaller collections in financial libraries, rather than for such collections in larger aggregates of books and other materials in university and public libraries. For the purpose mentioned, and for bringing the 1940 compilation to date, this edition of *Subject Headings for Financial Libraries* is a valuable addition to the growing body of specialized subject headings.—*Walter Hausdorfer, Temple University Libraries.*

Effective Organization

Factors Influencing Organizational Effectiveness. A Final Report. By A. L. Comrey, J. M. Pfiffner, and W. S. High. Office of Naval Research Contract N6-ONR-23815. Los Angeles: University of Southern California, 1954. 60p. \$1.35.

Four years of research at the University of Southern California, involving the cooperative work of scholars in the fields of psychology, sociology, and business administration, have produced a body of data on organizational behavior, many of the results of which are applicable to libraries of varying sizes and kinds. Librarians concerned with highly developed organizational structures and their effective functioning will find the results of particular value, since large structures provided the bases for all research activities.

Certain findings in the present report underline existing theories in administration, while some introduce the unexpected. An example of the latter occurred in the evaluation of supervisory behavior, where public relations emerged as a more significant factor than judgment, initiative, or willingness to accept responsibility. Relative to this, the authors conclude: "In dealing with difficulties concerning persons outside the organization, the supervisor should not run away from trouble but should go directly to the disaffected person and try to settle the problem through face-to-face dealings. . . . He should arrange his affairs so that the required amount of time can be devoted to external affairs as distinguished from internal management. . . . He should not rely upon written communications as substitutes for personal contacts, especially in matters which might involve tension and misunderstanding."

The less complex library organization will be able to share in the value of this study because of the basic nature of the administrative areas considered. In a final chapter entitled, "Implications for Modern Management," the authors make recommendations on the basis of responses to questionnaires designed to determine 1) supervisory self-evaluation, 2) situational evaluation, and 3) evaluation by subordinates. Each of 24 principal characteristics is briefly discussed, in accordance with the investigators' results. The present one is, essentially, a summary report. For a complete analysis of the study,