

the Countway collection, the data were used to formulate predictions about future circulation behavior in those subjects, and the predictions were confirmed by subsequent analysis of actual circulation. Given the fact that the data base at Countway was significantly larger and different in type from that of Morse's original study, the models appear to have a general validity.

Chen reports some rather interesting information, not directly related to the testing of the models, on retention of materials, user identification and use patterns, etc. Again there are some problems with jargon, but a careful study of the text and the seven appendices is worthwhile.

Section three will be of most immediate interest to practicing librarians. Chen is absolutely correct in her assertion that "in order to provide maximum services to users of a library and to develop an optimum collection with the least cost, librarians must have a thorough understanding of its operations as well as an awareness of the current and future user needs and requirements." She uses the results of the Countway study to illustrate the implications of this kind of operational knowledge for decision making in such areas as library budgets, selection and duplication policies, weeding, and so forth.

Few would deny that many librarians, including those whose positions carry specific responsibility for the task, know less than they should about library operations. And clearly knowledge about library operations can only be developed through research about those operations. Chen argues convincingly about the need for increased operational research, but is less compelling about the need for increased application of those specialized mathematical techniques we call "operations research."

In her introduction, Chen repeats some familiar claims about the value of operations research techniques, i.e., that they contributed mightily to Allied successes in World War II, and that "an increasing number of experts have become persuaded that the procedures of operations research would be effective in solving some of the problems of the public sector." O.R. also has its critics who claim that we won the war despite operations research rather than

because of it and that operations researchers have been forced to direct their attention to the public sector because the welcome mat is no longer out at private industry.—Robert L. Burr, *Circulation Librarian, The College of William & Mary, Williamsburg, Virginia.*

Jovanović, Slobodan; and Rojnić, Matkos, comps. *A Guide to Yugoslav Libraries and Archives*. American Council of Learned Societies and Social Science Research Council. Joint Committee on Eastern Europe. Publication Series, no.2. Columbus, Ohio: American Association for the Advancement of Slavic Studies, 1975. 113p. \$4.00.

On the basis of this *Guide* and the nation's library literature, one may judge that librarianship in the Yugoslav republics has made significant advances in the last three decades. The librarians of Yugoslavia have created a corps of exceptionally competent professionals without the benefits of formal graduate education for librarianship. Very few went abroad to study, while others have attained advanced education at home. The library specialization came to many through systematic study and on-the-job training. As for their libraries, it would appear that they are better managed than they are supported.

This work is an abridged version, edited by Paul L. Horecky and translated by Elizabeth Beyerly. Horecky correctly observes that it is "a mere introduction to the subject."

The libraries of Yugoslavia are organized and governed by the individual republics or provinces. Each republic has its own library association. The umbrella organization is the Federation of Library Associations of Yugoslavia. The table of contents of this *Guide* reflects this pattern of organization, alphabetically by republics: Bosnia and Hercegovina, Croatia, Macedonia, Montenegro, Serbia (with autonomous provinces of Kosovo and Vojvodina), and Slovenia. Within each unit the arrangement is alphabetical by cities and then by selected libraries, followed by principal archives. Each section has a brief historical introductory sketch of library and archival development with bibliography. Individual li-

baries and archives are listed under the original name with address, the name of the chief officer, and library hours. The information about photocopying is given where such facilities exist. The method of individual library description is historical with the current status of holdings. A pertinent bibliography is also supplied.

This work will be useful to the student of international and comparative librarianship as well as to visiting librarians and scholars in Yugoslavia. Those users not familiar with the Yugoslav languages may find this work difficult to use because of the retention of the original terms. Thus, it would have been better to use: Zagreb. National and University Library; or, Beograd. Serbian Patriarchate. I. Library. II. Museum of the Serbian Orthodox Church. These English equivalents could have been inserted parenthetically, both in the titles and in the text. The glossary without this suggestion, however useful, is inadequate. Here and there one encounters ordinary misspellings and other inconsistencies: e.g., Pravoslavna akademija, p.43; cf. esnaf, p.x and esnaf, p.84. The indiscriminate use of the word "fonds" for the English "holdings or stock" is inexcusable. It must be pointed out that these shortcomings in no way detract from the value of this addition to the library science collections.—*Ray R. Suput, Department of Library Service, Ball State University, Muncie, Indiana.*

Durey, Peter. *Staff Management in Universities and College Libraries*. (International Series in Library and Information Science, 16). Oxford: Pergamon, 1976. 170p. \$8.50. (LC 75-31515) (ISBN 0-08-019718-3)

This book, by the librarian of the University of Auckland, New Zealand, is a short but perceptive review of some of the problems and issues of contemporary library management. The author did not, I think, undertake to write a "how to do it" book, although his opinions and recommendations on the matters he discusses are illuminated with great good sense and, obviously, wide knowledge. The book will be only of limited help in the warfare endemic among academic administrators, faculty, and librarians, but it should be of consid-

erable value to those new to library administration, to those new to participative management, and to students. It could be of value to those scores of ignorant critics of libraries, librarians, and librarianship found on every campus if they would but read it.

In a simple, direct style, a style enhanced by the author's comments based on his own varied experience and on extensive reading in the literature of the field (citations are to "References" listed after each chapter), and further enhanced by a kind of sly wit, we are reminded that we have a whole set of problems to live with largely unknown to our predecessors. The book is not to librarianship what Blau, Simon, Drucker, and others, are to management generally, but its descriptions of current problems and practices, presented with consummate sense and dispassion, might well serve to encourage more investigation of them.

In comparative examples drawn from practices in the United Kingdom, Australia, New Zealand, Canada, and the U.S., Durey presents in Part I the organizational framework of libraries and in Part II the human aspects affected by the subjects addressed.

In the former, and by far the better, he devotes chapters one through five to administrative structure, style of management, planning and budgeting, communication, and unionization. In Part II, in chapters six through ten, he writes on recruitment, conditions of service, training, promotion and performance appraisal, and, a welcome chapter, the problem staff member. These latter chapters do have a bit of the "how to do it" quality about them, but they may be of use to the inexperienced and will be to students.

Durey nowhere states for whom the book is written, but it is essentially a primer. It might also, however, be seen as an introduction to a more intensive examination of some of the problems the profession will ultimately have to resolve. To an American reviewer, the comparisons among the countries represented suggest that in the U.S. we may be closer to a realization of what these problems are and may become than our colleagues "down under" and in the United Kingdom.

The author's comments, almost "throw-away" lines on occasion (e.g., "The criteria