

states that since 1947 the Germanistic Society has spent more than \$125,000 for American literature donated to German research libraries with total overhead expenses of less than \$5,000. Most of the overhead expense was covered by Professor Heuser's contribution of his personal services without reimbursement.

The content of the report is an admirable supplement to Georg Leyh's *Die deutschen wissenschaftlichen Bibliotheken nach dem Kriege* (Tübingen, 1947); and it is a remarkably lucid description of the structure of German research libraries. The introductory chapter deals with personnel, training, and professional organization. The next four chapters describe the current status of libraries in Western Germany with detailed consideration of the Bayrische Staatsbibliothek, the West-Deutsche Bibliothek in Marburg (the 1,600,000-volume torso of the former Preussische Staatsbibliothek), the plague of the *Institutsbibliotheken*, and the confused situation in Berlin (with the 1,200,000-volume torso of the Preussische Staatsbibliothek now called the Oeffentliche Wissenschaftliche Bibliothek). Chapter VI is a survey of cooperative efforts in post-war Germany, including notes on national bibliography, union catalogs and interlibrary loan. The information on German national bibliography is in a schematic outline that complements the useful narrative account by Kurt Fleischhack of Leipzig in the *Zentralblatt für Bibliothekswesen*, LXIV (1950), 378-383 (a review of the *Jahresverzeichnis des deutschen Schrifttums*). Also included in this chapter are sections on foreign exchanges and "A Modified German Farmington Plan." The latter scheme is one by which a "Tausch- und Beschaffungsstelle für ausländische Literatur" in Bad Godesberg attempts to assist German research libraries in a plan to acquire the world's current publications.

Chapter VII discusses American assistance, mentioning contributions of the ALA, the Germanistic Society of America, Oberlaender Trust, the American Physical Society, and others. To this list should be added the ACRL, which makes available to German research libraries several complimentary subscriptions to *College and Research Libraries*. The last chapter is devoted to central German agencies which are assisting in the rehabilita-

tion process, notably the Notgemeinschaft der Deutschen Wissenschaft (established in 1949 on the model of the original Notgemeinschaft), the Max Planck Gesellschaft, and the Institut für Film und Bild. The latter agency is performing an important service in the rationalization of various microfilm projects. Appendices describe the losses of German libraries in terms of buildings and books, space for readers in buildings now in use, 1950 budgets, description of quarters now in use, a list of seminars and institutes presently in the various universities, statistics of acquisitions of American books and periodicals in 1950, and assignment of special fields in accordance with the German "Farmington Plan." The latter does not seem to be a significant change from pre-war arrangements.

Altogether this report is an important document of contemporary library history. It tells a story of the fall and resurrection of a group of research libraries which, up to 1932, supported the most important group of research workers in all fields up to that time. They may soon again be in a position to continue their great work in the nineteenth and early twentieth centuries.

Free copies of this report are available in limited number from the Germanistic Society of America, 423 West 117th Street, New York 27, N.Y. —Lawrence S. Thompson, *University of Kentucky Libraires*.

The Executive at Work

The Executive at Work. By Melvin T. Copeland. Cambridge, Harvard University Press, 1951. 278 p. \$3.75.

Librarians in administrative posts will find this work by Mr. Copeland, who is Director of Research and George Fisher Baker Professor of Administration in the Graduate School of Business Administration at Harvard, full of suggestions for carrying out their responsibilities. Not only does he discuss the bases of administration and organization, but he considers such matters as the authority of the executive, the executive's lieutenants and how to coach them, keeping informed, keeping the wheels turning, survival in a changing world, the spirit of risk-taking, timing, nurturing morale, extracurricular activities, standards of conduct, rewards for management, and

freedom for achievement. By using illustrations from real life (the author has participated in the analysis of many actual cases in business administration and served as consultant to forty-five companies and trade groups), Mr. Copeland has provided a framework which is characterized by practical application.

Librarians will recognize the administrator who hesitates to make decisions. As Copeland observes:

One of the keys to effective organization is the avoidance or elimination of administrative bottlenecks, a fact well illustrated in this wartime expansion of the American aircraft industry. Any enterprise becomes paralyzed if there are persistently long or chronically occurring delays in the making of executive decisions. Such delays in executive decisions cause wasteful interruptions of operations and jeopardize the spirit of teamwork. Oftentimes, furthermore, it is less important that the decision be made the best possible decision than that *some* decision be made. Usually it is easier to correct a mistake than it is to regain lost momentum.

The author clearly points out that it is not always easy for some persons to make decisions. They do not belong in executive positions. Similarly, the librarian who, like other administrators, does not delegate responsibility and authority to proper assistants, fails to keep informed of developments in his field, hesitates to take risks or to introduce new procedures or equipment, or lacks knowledge of how to maintain morale, will not succeed as an executive.

There are many sections in this work, such as keeping the wheels turning (getting things done) and extracurricular activities, which will provide food for thought for library administrators. Many statements could be easily paraphrased to fit librarians.—*Maurice F. Tauber, Columbia University.*

Anonyma and Pseudonyma

The Bibliographical History of Anonyma and Pseudonyma. By Archer Taylor & Frederic J. Mosher. Chicago, University of Chicago Press, 1951. IX, 289 p. \$12.50.

It is a pleasure to read and to review a

book whose authors have met high standards of accuracy and erudition. The work under review is not only an important contribution to the history of bibliography but also a reference tool of great usefulness. It is valuable for the bibliographer who must be familiar with the development and theory of his discipline and profitable for the cataloger or reference librarian who has to solve the riddle of an anonymous or pseudonymous author entry.

The first three chapters have introductory value only. They treat 1) homonyms, 2) latinized names, and 3) pseudepigrapha in a well written summary, but do not appreciably add to our knowledge of the subject. The scholarly core of the book is chapter 4 which delineates most lucidly the development of bibliographical control of anonymous and pseudonymous publications. Especially, the history of the international bibliographies culminating in Placcius' *Theatrum* is a mine of wealth of little known or hitherto overlooked but relevant facts which are woven together in a brilliant picture of bibliographical development. The distinction between "National Dictionaries" and "Other Lists" is a clear one as originally conceived by the two authors but in the actual writing of the chapter the demarcation line was not always clearly kept.

Chapter 5 "Confusing Titles and Fictitious Facts of Publication" is not quite as satisfactory as the preceding one. I grant that the bibliographical control of this particular aspect of publishing history is still scanty but not all known facts were brought out. For instance, it is incorrect to state that "fictitious places of publications have been known since the sixteenth century." Similar incidents occurred in the fifteenth century. The best known example is that of Scinzenzeler in Milan, who published several books with the fictitious imprint "Venice," probably in order to cash in on the superior reputation of the Venetian printers. (Konrad Haebler, *Die deutschen Buchdrucker des XV. Jahrhunderts im Ausland*, München, 1924 p. 53-54). To the listing of "Confusing titles" should be added: Archibald Sparke "Duplicate titles of novels" *Library Journal* 47, 1922, 73-74 (previously published in *Publishers' Circular*).

The book closes with the bibliography proper, the value of which is still increased