link it presents between national development and university library development.—*David L. Easterbrook, University Library, University of Illinois at Chicago.*

Jones, Ken H. *Conflict and Change in Library Organizations: People, Power and Service.* London: Clive Bingley, 1984. 274p. $19. ISBN 0-85157-367-3.

Libraries have not served as the playgrounds of organizational theorists. Increasingly, however, as researchers begin to recognize libraries as complex social institutions interacting with a dynamic environment, and as library administrators broaden their understanding of the key concepts of organizational development, the library as an organization will be subject to expanded and fruitful analysis. The work of Ken Jones (Leeds Polytechnic School of Librarianship) significantly promotes this process. Its British perspective and theoretical focus complement well the recent survey published by Lowell Martin, *Organizational Structure of Libraries* (Scarecrow, 1984).

This is an excellent book—thorough but not burdensome in its description of the classic theories of organizations, insightful but not obtuse in its analysis of library developments, and provocative in its conclusions and recommendations for future research. Jones targets the library practitioner and students of librarianship and organizational theory as his audience. His objective is to provide a systematic and critical evaluation of organizational theories in terms of their "practical significance." This should contribute to the creation of the "knowledgeable and ever-compassionate participant-observer" who will be better able to "devise remedial and developmental strategies" for libraries.

The first three chapters introduce the bureaucratic systems and human-resource perspectives on organizational theory, focusing in particular on their analytical, prescriptive, and cumulative characteristics. The balance of the book integrates this theoretical framework with questions of organizational climate and culture, staff attitudes and satisfactions, and management style. The result is a significant addition to the "reader's concep-

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tual tool kit for the understanding, managing, managing in, and changing of organizations."

Jones demonstrates a thorough and detailed knowledge of organizational research and library developments. Most of his examples are drawn from the British experience, but they translate well for the American audience, and recent and appropriate research results from both the social science and library literature in the United States are cited. The organization of the text is almost symphonic in character. A harmonious complexity undergirds a well-designed interweaving of themes that supports and leads the reader over the "well-structured and signposted" path. The language is characterized by clarity and ingenuity, and one appreciates the use of the words "she" and "her" to describe the reader and the library professional throughout the text (an unfortunate exception is a reference to "his authority" on page 182 in a discussion of the library director).

The important and familiar concepts of organizational theory and management are covered: the library as classical, machine, paternalistic, and professional bureaucracy; scientific management and social engineering; systems management methodology; job satisfaction; leadership; interpersonal skills development; group relations; power; organizational change and development; decision making; conflict resolution; and contingency theory. More exciting for this reader, however, were the less familiar and more novel concepts presented: bureau pathology, equifinality, human resources/soft systems, mechanistic and organismic paradigms, dialetical interactionism, psychologism, ecological view of organizational change, the Marxian approach to conflict resolution, the Janus syndrome, and groping pragmatism.

It is this last concept that ultimately is the target of Jones' analysis. He recognizes the need to provoke the library profession beyond "groping pragmatism" as he adopts a prevailing positive, resourceful, and contingency approach to management development. The profession must move away from the bureaucratic baseline, despite the persistence of bureaucratic characteristics. The professional role is viewed by Jones as one of mediation between the client and a system of "nonhuman professionally-provided facilities," that is, information services and retrieval systems. The history of librarianship is an attempt to increase the significance of the mediating role and to counter the concept of librarian as "handmaiden or butler in the house of knowledge." Jones concludes that library professionals seem to be "moving restlessly around the field looking for a place where they will be better respected and treated by their employers and customers." He recommends a "more proactive and egregious library professionalism."

Jones' work ultimately must be assessed on the basis of its conclusions. Librarians must focus on adaptation (translate: plan strategically) in the face of "diminishing resources, socio-economic stagnation, and political hostility." Librarians must adopt a contingency approach (translate: no right way) to the management of their organizations and their professional lives. Libraries will experience a return to smaller-group organization, greater reliance on expertise, and less supervision (translate: special library model) as the relationship between technology and the library structural organization evolves. Librarians must understand the mechanistic (deductive, objective, behaviorist, quantitative, conservative) and organismic (inductive, subjective, existentialist, qualitative, radical) world views, and relate them to library organization, service, and research. Librarians must accept the political roots of organizational development and the realities of the public face of management focusing on professional achievment and organizational goals, as well as the "personality needs and hungers," that produce "politicking and deception." Librarians must recognize the self-limitations of formal authority, characterized by limited knowledge and powerlessness in the face of internal and external forces. And, finally, the leadership of the profession must develop political influence and a "sharp-edged social orientation."

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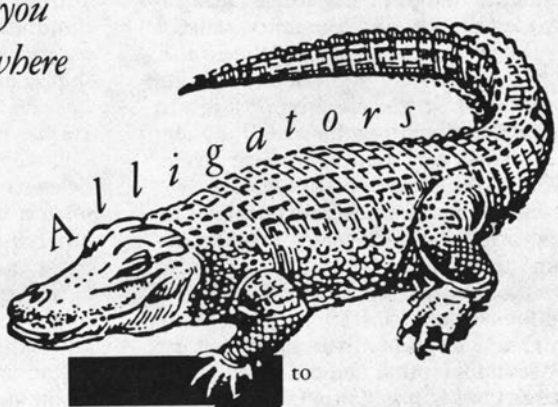

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Jones provides the reader with an excellent synthesis of significant and timely concepts, and translates this analysis into an important agenda for professional and organizational action and research.—*James G. Neal, Pattee Library, Pennsylvania State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