CONTENTS

Figures vii
Tables ix
Preface xiii

1. INTRODUCTION 3
   Organizational Information Handling 3
   Information Sources 7
   Decision Making 10
   Information for Decision Making 12
   The Nature of the Study 14

2. INFORMATION FOR DECISION MAKING: AN OVERVIEW 19
   Introduction 19
   Information Richness 21
   Information and Decision Making 28
   Information and Management 36
   Summary 41

3. RESEARCH METHODOLOGY 48
   Introduction 48
   Hypotheses and Research Questions 49
   The Study Environments 50
   Sampling Procedure 51
Instrument: Information Contact Study 54
Instrument: Information Evaluation Study 56
Data Collection 57
Analysis of Data 60
A Note on the Reliability and Validity of the Data 62
Summary 65

4. CONTACT WITH INFORMATION SOURCES 67
   Introduction 67
   Information Sources Contacted 69
   Contact with Specific Information Sources 71
   Categories of Information Sources Contacted 79
   The Academic Librarian as Generalist 85

5. POLITICAL IMPACT OF INFORMATION CONTACT 88
   Introduction 88
   Information Richness and Decision Making 92
   Information Seeking and Opinion Leaders 101
   Contact with Information as a Political Resource 114

6. PERCEIVED VALUE OF INFORMATION SOURCES FOR 124
   LIBRARY DECISION SITUATIONS 124
   Evaluation of Information Sources 124
   Information Sources Selected 129
   Information Selection and Administrative Jobtype 136
   Information Selection and Social-Organizational 144
   Variables 144
   Describing Decisions Based on Information Sources 151
   Selection, Evaluation, and Perceived Value 163

7. ORGANIZATIONAL INFORMATION MANAGEMENT 170
   Information Potential 170
   Summary and Implications 174
   Strategies for Organizational Information Man-
   agement 185
   The Administrative Challenge 197

   Appendix I Information Contact Study Questionnaire 201
   Appendix II Information Evaluation Study Question-
   naire 206
   Bibliography 211
   Index 221
FIGURES

1-1 Information for Decision Making 13
4-1 Range of Total Number of Contacts with Information Sources for All Librarians 78
5-1 Relationship between Information Contact, Technical / Political Orientation, and Power within the Political Process 91
5-2 Relationship between Information Richness and Involvement in Decision Making 98
5-3 Relationship between Information Richness and Librarian Jobtype 103
5-4 Information Seeking Network Library A 104
5-5 Information Seeking Network Library B 105
5-6 Information Seeking Network Library C 106
5-7 Information Seeking Network Library D 107
5-8 Relationship between Involvement in Decision Making and Sociometric Type 112
5-9 Contact with Information Sources and Effect on Political Process 117
5-10 Analysis and Flow of Information 120
5-11 The Concept of Organizational Information Rich
6-1 Summary of Information Source Preferences for All Decision Situations

6-2 Relationship between Social-Organizational Variables

6-3 Decision Situations Described by Selection of Internal / External and Written / Oral Information Sources

7-1 The Concept of Information Potential for Decision Making

7-2 Relationship between Quantity of Factual Information and Quality of Performance
<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-1</td>
<td>Studies that Describe the Information Rich</td>
<td>22-23</td>
</tr>
<tr>
<td>2-2</td>
<td>Summary of &quot;Liaison Person&quot; Attributes</td>
<td>25</td>
</tr>
<tr>
<td>2-3</td>
<td>Janis's Conflict Model Applied to Information Preferences</td>
<td>31-32</td>
</tr>
<tr>
<td>3-1</td>
<td>Information Contact Study, Population</td>
<td>53</td>
</tr>
<tr>
<td>3-2</td>
<td>Information Evaluation Study, Population</td>
<td>53</td>
</tr>
<tr>
<td>3-3</td>
<td>Information Contact Study: Information Sources Studied</td>
<td>55</td>
</tr>
<tr>
<td>3-4</td>
<td>Information Evaluation Study: Information Sources Studied</td>
<td>58</td>
</tr>
<tr>
<td>4-1</td>
<td>Group Characteristics of Administrators, Technical Service Librarians and Public Service Librarians</td>
<td>72</td>
</tr>
<tr>
<td>4-2</td>
<td>Average Number of Contacts with Information Source by Librarian Jobtype</td>
<td>74-75</td>
</tr>
<tr>
<td>4-3</td>
<td>Percent of Total Information Contact for Each Jobtype</td>
<td>77</td>
</tr>
<tr>
<td>4-4</td>
<td>Information Sources Categorized as Administrative or Research in Nature</td>
<td>81</td>
</tr>
<tr>
<td>4-5</td>
<td>Average Contacts with Administrative / Research Information Sources by Jobtype</td>
<td>82</td>
</tr>
</tbody>
</table>