Contents

Preface xi

1. *Libraries, Librarians, and Management* 1

Special Aspects of Libraries 2
Library as a Bureaucracy 5
Professionals and Semiprofessionals: Role in Management 9
Human Relations Skills and Management 12
Bibliography 17
Further Reading 18

2. *Management Training and Background* 24

What Do Managers Do? 25
Fayol's General Principles 28
The Nature of Formal Organizations 31
People in Organizations 34
Bibliography 36
Further Reading 36

3. History and Styles of Management 39

History of Management Thought 40
Development of Library Management 46
Approaches to Management 48
Bibliography 60
Further Reading 60

4. Change, Creativity, and the Library 63

Creativity and Management 63
Creativity in the Organization 64
Types of Creative Thinking 65
Encouraging Creative Thinking 67
Techniques for Generating New Ideas 69
Analytic and Creative Thinking 74
Bibliography 75
Further Reading 75

5. Power, Authority, and Accountability 77

Power 79
Authority 81
Accountability and Responsibility 83
Status 85
Line and Staff 86
Committees 88
Summary 90
Bibliography 91
Further Reading 91

6. Delegation 92

Purposes and Nature of Delegation 92
Organizational Charts 106
Common Mistakes in Organizing 108
Bibliography 109
Further Reading 110

7. Decision Making 111

The Nature of Decision Making 112
Problem Analysis 113
The Decision-Making Process 116
Types of Solutions 117
Long-Range Effects of Decision Making 118
Decision Aids 120
Bibliography 127
Further Reading 127

8. Planning 130

Nature of Planning 131
Types of Plans 133
Why Plan? 146
A Time Scale for Planning 147
Planning Means Change 149
Making Change Acceptable 150
Bibliography 152
Further Reading 153

9. Communication 155

Obstacles to Understanding 156
Organizational Barriers to Communication 160
Communication Needs 161
Communication Role of Supervisors 165
Written and Oral Communication 166
Channels, Direction, Legitimacy of Communication 169
Bibliography 170
Further Reading 171

10. Motivation 174

Motivation and Behavior 175
Maslow's Theory of Motivation 177
McGregor: Theory X and Theory Y 180

Argyris's Immaturity/Maturity Theory 182
The Herzberg Studies 185
Management Systems: Likert 186
Managing by Results 189
The Managerial Grid 190
Participative Management 191
Bibliography 196
Further Reading 196

11. Leadership In Management 199

Approaches to Leadership 200
Assumptions regarding Leadership 201
Functions of Leadership 202
Giving Orders 205
Bibliography 208
Further Reading 209

12. Personnel: The Human Side 211

Knowing What You Need 212
Job Requirements 220
Recruitment 221
Selection 221
Application Forms 221
Tests 223
Interviews 224
Verification and Evaluation 226
Final Decision 226
The New Employee 227
Training Professional Staff 228
Performance Evaluation 230
The Unsatisfactory Employee 234
Other Factors in Personnel Work 235
Bibliography 237
Further Reading 237

13. Personnel: The System Side 244

Characteristics of the Merit System 244
Problems in the Merit System 247

What Is Collective Bargaining? 251
Forming a Collective Bargaining Unit 251
Postelection Activity 259
Bibliography 261
Further Reading 261

14. Fiscal Management 263

Budget as a Control Device 263
The Budgetary Period 267
Budget Preparation 268
Defending the Request 270
Forms of Budgets 273
Line Budget 274
Performance Budget 279
Zero-Base Budget 282
Site Budgeting 284
Bibliography 285
Further Reading 286

15. Work Analysis 289

Work Sampling 289
Types of Work Analysis 291
Scheduling: Gantt Charts 299
PERT 299
Other Useful Concepts 303
Cost Accounting 304
Systems Approach 305
Evaluating the Library 307
Bibliography 315
Further Reading 315

16. Changing Environments 319

Trends 319
Bibliography 323
Further Reading 323

Index 325