

to a scholarly journal article." The experiment, however, did not support the speculations that citation practice is universal enough to allow for future assignment of citations to papers by some automated mechanism.

Of particular interest to librarians is a discussion of the work of Ben Ami Lipetz, of Carolyn O. Frost, and of E. B. Duncan *et al.* who have attempted to classify the different functions of citations in order to enhance the effectiveness of citation indexes in information retrieval. Cronin points out their classifications do not include a category of citations that are perfunctory or unessential. In view of the extensive literature covered, it is somewhat surprising that Cronin does not treat the work (most of it done by librarians) that shows that citations are among the most important means by which scholars learn of the documents that they read in the course of their research.

Questionable organization lessens the book's impact. In the next to last chapter Cronin proposes that citations be studied in terms of the quality controllers (journal editors and referees), educators, consumers, and producers who are involved in the citation process. This is an original proposal, and the book would have been much stronger had it concluded with this rather than with its reiteration, more or less, of opposing views in the normative-microsociological dispute. But despite its deficient organization and repetition, this is a thorough review of a large body of literature. It explicates a wide variety of viewpoints about the complexity of the citation process, a central aspect of the use of information by scholars.—Stephen E. Wiberley, Jr., *University of Illinois at Chicago*.

Melvil Dewey: The Man and the Classification. Ed. by Gordon Stevenson and Judith Kramer-Greene. Albany, N.Y.: Forest, 1983. 210p. \$10. LC 83-1607. ISBN 0-910608-34-2.

The seven papers and one reminiscence contained in this volume were delivered in 1981 at a seminar held at the School of Librarianship and Information Science of the State University of New York at Al-

bany. The seminar marked the fiftieth anniversary of Melvil Dewey's death, and was sponsored by three agencies that were significantly influenced by Dewey himself: the Library School, the New York State Library, and the Forest Press Division of the Lake Placid Education Foundation.

Although the processes of publication that cause proceedings to be issued two years after the event they record are generally to be deplored, this is one case where a delay may actually have been beneficial. The papers, which are predominantly historical in focus, are not at all devalued by the passage of time, and classification, a topic of relatively low interest in 1981, is now in the ascendant, as present and potential uses of classification access in an online context are capturing the attention of library professionals.

This work is not, however, just about classification. It is neither procedural nor theoretical. The first two sections ("Background" and "Dewey: The Man, the Innovator, the Organizer") are quite simply history: Dewey's personal history, the place of libraries in American society, the changes envisioned by librarians for libraries, the evolution and growth of the profession, the early years of ALA, and so forth. The papers in Part III ("Dewey: The Classification") are also historically oriented, covering the development and diffusion of the Decimal Classification system and the relationship of close classification to open shelf access. They also remind the reader of such basic matters as the place of classification in subject retrieval, and of the battle fought between the classified and dictionary catalogs for predominance in library subject retrieval.

The papers are all of high quality and interestingly written. Many (especially Dee Garrison's "Dewey the Apostle," Francis Miksa's "Melvil Dewey and the Corporate Ideal," John Comaromi's "The Foundations of the Dewey Decimal Classification: The First Two Editions," and Gordon Stevenson's "The Classified Catalogue of the New York State Library in 1911") achieve the rare feat of informing and engaging, and also inspiring further

reading. Although many topics are closely related, there is almost no overlap among the papers. Considering their historical focus, all seem remarkably relevant to the concerns of today.

This item is highly recommended for any library with more than a minimal collection in library science, no matter what system of classification may be used. It should be of special interest to any librarian or system designer considering the place of classification in the future of libraries and library catalogs, both as security considerations inspire flirtation with closed stacks, and as computer capabilities allow reconsideration of the possibilities for providing library users with enhanced access to information via subject.—Janet Swan Hill, *Northwestern University, Evanston, Illinois.*

Advances in Library Administration and Organization, V.2. Ed. by Gerard B. McCabe and Bernard Kreissman. Greenwich, Conn.: JAI Press, 1983. 373p. \$45. ISBN 0-89232-214-4.

Like its predecessor, volume 2 of *Advances in Library Administration and Organization* appears to be schizophrenic in its approach to topics of interest to those who manage, or hope to manage, libraries. One wishes that rather than being so defensive about the seemingly haphazard way in which the various essays got into the volume, the editors had considered giving some focus and structure to this volume (as they also should have done in volume 1 and should be planning to do for future volumes). While it is noble to give "conscientious and congenial consideration of articles and research papers which either by their length or their nature would find other publication sources unreceptive" (B. Kreissman's introduction), it makes it difficult for the reviewer to recommend this volume to any but those whose collections of library literature are truly comprehensive.

Volume 2 would be a much better buy if the authors had focused on a topic that is represented in five of the twelve essays that appear: managing change. The five essays all show different faces of the plan-

ning and evaluation process and succeed in various degrees in enlightening or inspiring the manager. The best of the bunch are "The Librarian as Change Agent" by Tom G. Watson and "Strategic and Long Range Planning in Libraries and Information Centers" by Michael E. D. Koenig and Leonard Kerson. Watson discusses the differences between change agents, whom he defines as integral and continuing parts of the library operation, and consultants, whom he sees as providing advice but no follow through. Most importantly he provides excellent guidelines for shepherding change in a library organization. Koenig and Kerson have provided a thorough review of operational research techniques for long-range planning, tying each technique to an example of a library planning issue. In addition, they provide a substantive reference list to the literature of strategic and long-range planning which would be of interest to libraries.

While not quite up to the excellence of the aforementioned articles, Robert White contributes some very useful how-to information in "Project Management: An Effective Problem Solving Approach." This essay focuses on group problem solving, with the group selected for the skills they bring to the problem, and with the charge, objectives, and responsibilities of the group clearly defined. Murray Martin's "The Organizational and Budgetary Effects of Automation on Libraries" is disappointing. The essay really does not talk about budgetary impact (a subject on which enlightenment is needed) but instead focuses on what has gone wrong in existing automation efforts (which is not as helpful to a manager as would be what has gone right). "Evaluation and the Process of Change in Academic Libraries" by Del Williams also fails to fulfill its promise. It provides information on conducting evaluations in a library with lots of help from the MBA—operations research literature. It doesn't offer very much in the way of practical advice for linkage between the general literature and library issues.

Of the remaining articles, two articles on the organization of the library and its ac-