



Guidance for Administrators

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EXITUS IN DUBIO EST, even after our best decision, there is need for continued search for information and counsel. Literature on aspects of library administration is fairly well indexed and listed in books and periodical indexes, and it seems unnecessary to call attention to sources and materials already familiar to administrators. On the other hand, the vast sea of literature on management and administration is not well charted, therefore, the following sources are suggested for reference in business literature and elsewhere.

Since organization is "one major aspect of higher administration" ¹ a few titles pertinent to that may be cited as a start. Perhaps first come the works of Henri Fayol,^{2, 3} who was of course one of the earliest of the more profound analysts of the processes of administration. After listing five groups of industrial undertakings he gives a sixth which seems of basic importance, especially to libraries, viz.: "operations administratives (prévoyance, organization, coordination et contrôle) . . ." — planning, organization, direction or command, coordination, and control. Although F. W. Taylor ⁴ in 1912 considered organization, he was interested mostly in technical problems of time study and motion control. A useful distinction between two aspects of administration has been made also by L. F. Urwick ⁵ — the structural and the operating.

Some later books, which may well be referred to for broader understanding of the field, include that of Ordway Tead,⁶ who regards administration as a "fine art" and organization aims from a social-psychological viewpoint. Another classic is C. I. Barnard's *The Functions of the Executive*,^{7, 8} the first half of the book dealing with the theory, and the second half with the elements of formal organization. Another well-known book, with a somewhat different approach, is J. D. Mooney's *The Principles of Organization*,⁹ which considers the principles as "coordinative," "scalar," and "functional." His develop-

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ment of these ideas historically through the state, church, military, and industry, is most helpful toward understanding his viewpoint. The works of Catheryn Seckler-Hudson^{10, 11} are basic, both *Organization and Management*, which contains some five hundred annotated references, and the *Papers on Organization and Management*. Also a "classic" is the compilation by L. H. Gulick and L. F. Urwick,¹² *Papers on the Science of Administration*, with contributions by Gulick, Urwick, Fayol, H. S. Dennison, Mary Parker Follett, and others. A more recent work, somewhat on the industrial side, but detailed in its treatment of all phases of organization and management, is that of R. C. Davis on *Industrial Organization and Management*.¹³

For a graphic presentation of organization, the Company Organization Charts published by the National Industrial Conference Board,¹⁴ the illustrative charts in Davis, the Koppers Company, Inc. *Organization Manual*,¹⁵ and the annual reports of a number of corporations, obtainable direct, will prove suggestive and helpful. Most corporations are willing to send such reports free to requesting libraries providing the purpose is explained. In connection with organization should be mentioned the work of the American Institute of Management which issues annually a *Manual of Excellent Managements*.¹⁶ In this a "management audit," comprising ten bases for evaluation, is applied to specific individual companies. Each base or category of excellence is assigned a number of points, one group for best, and another for "minimum of excellence." These points are totaled for the final score. Firms standing high on different bases, such as "executive evaluation," are listed with other high-scoring companies in that category, in separate sections and with comments. Bases have been worked out by the Institute also for colleges, hospitals, institutions, and religious organizations. So far no reports on libraries have been published.

Apart from the few general works on organization mentioned above, what are the sources of current information on publications in the field of administration? There are some bibliographies, issued monthly, and cumulated annually by the American Management Association,^{17, 18} including one called the *A.M.A. Management Bookshelf*, giving notes, and for some, contents. The two-volume edition of *Selection of Management Personnel*, for example, was announced and described in these notes. Although the publications mentioned have a business slant, they are helpful to librarians as a source of ideas. Also issued by an association, the Tax Foundation,¹⁹ is the monthly *Library Bulletin*, which is topically arranged and has pertinent references under such headings

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as "Administrative Management," "Civil Service," "Job Analysis," "Salaries—Teachers," "Insurance, Health," as well as a section on "Studies to be Made." Issued by the Civil Service Commission of the United States, is *Personnel Literature*,²⁰ a monthly listing of material under subjects ranging from automation to writing, with annotations on some entries. It contains not only reference to government materials but to those published otherwise. Also of some interest is the Joint Reference Library's weekly *Recent Publications on Governmental Problems*.²¹ Other guides include *Business and Technology Sources*²² from the Business and Technology Department of the Cleveland Public Library, some issues of which are on special topics, such as management, and give brief comments on the contents of selected books, pamphlets, and periodical articles. A similar publication appears under the auspices of the Business Library of the Newark Public Library called *Business Literature*,²³ the November-December 1957 number of which, for example, is headed "Management Research Publications." Two more extensive review publications belong in this group: one being *The Executive* from Baker Library of Harvard University,²⁴ which covers pertinent books, pamphlets, and periodical articles, the former being reviewed and the latter abstracted; and the other is the monthly *Management Review*, issued by the American Management Association,²⁵ whose features include "Business Digests of the Month," "Management Policy and Practice," "Operating Guides for Executives," "What Others Are Doing," "Also Recommended" (survey of timely articles), and "Survey of Books for Executives." The University of Chicago Industrial Relations Center issues two series, one called *Issues and Ideas*,²⁶ containing abstracts of books and periodical articles; and the second a bibliographic venture dating from 1954 to date, titled *Significant Sources in Management, Organization, Industrial Relations*,²⁷ with such sub-headings as "Industrial Research and the Professional Employee," "Executive Development," "Aging and Retirement," in addition to material specifically on labor.

Publishers of some of the so-called services likewise offer material in the field of administration. For example, the Dartnell Corporation²⁸ issues the monthly *Dartnell Personnel Administration Service* dealing with what other organizations are doing in fields of personnel management; the Bureau of Business Management at the University of Illinois²⁹ publishes some free and some priced materials on management and personnel. Some such items border on labor relations; however, the Industrial Relations Newsletter Inc., issuing the *Industrial*

Relations News,³⁰ covers weekly the "trends in management thinking, organization planning, executive development, and reports on special subjects of particular current importance." Two series are published by the National Industrial Conference Board,³¹ viz., *Management Record*, "monthly, containing articles on personnel practices and procedures," and *Studies in Personnel Policy*, a series of "reports on current personnel practice in representative companies." Of somewhat limited interest but helpful are the National Retail Dry Goods Association annual *Executive Compensation Survey*,³² and its *Personnel Service*, a bi-monthly magazine containing current information on what stores are doing about personnel.

Somewhat more current is the loose-leaf service of Prentice-Hall, Inc., *Personnel Policies and Practices*,³³ a "manual of methods and procedures to develop and improve personnel relations." Monthly and quarterly abstracts or digests similarly are available for subscription, for instance the U. S. Government Advertiser, Inc. *Management Guide*,³⁴ a "monthly digest of current management literature from over seventy-five leading management magazines," and *Personnel Management Abstracts*,³⁵ a quarterly which "covers selected materials published in books and periodicals on personnel psychology, training, labor relations, human relations," and several other related areas.

Advisory agencies are the Psychological Services, Inc.³⁶ which undertakes employee morale surveys and personnel research; the American Management Association, which offers *Management Information Service*;³⁷ and the Institute of Applied Psychology, Inc.,³⁸ concerned with "personnel selection, job evaluation, aptitude testing, and employee morale surveys . . . personality tests." There also is a number of engineering and management organizations that offer consultation and survey services. The American Management Association publishes a *Directory of Consultant Members*,³⁹ a classified list, with an alphabetic, descriptive section, and a brief introduction on "Selecting, working with a consultant." The Association of Consulting Management Engineers issues a similar though smaller *Directory of Members*⁴⁰ with descriptive notes. The latest edition is somewhat outdated, but a new one is being published. Another association that should be mentioned is the Society for the Advancement of Management, which aims to apply scientific principles to business undertakings. Although its monthly publication, *Advanced Management*,⁴¹ is largely slanted toward industry and business, it offers occasional articles worth considering by library administrators.

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Another source helpful in its leads is the book or article devoted to reviews of research. Two instances are: F. Herzberg and others, *Job Attitudes: Review of Research and Opinion*,⁴² and R. E. Andrews' *Leadership and Supervision, a Survey of Research Findings: a Management Report*.⁴³ Each contains a wealth of suggestions for further study of the various phases of these two fields, pertinent to careful analysis of persisting problems in most libraries, and suggesting applications of future research therein.

Further reference sources useful to administration are management dictionaries, encyclopedias, and handbooks. One of the most extensive is J. C. Aspley's *Handbook of Employee Relations*.⁴⁴ Although, as is true of most books in the field, it relates primarily to industry and business; it contains a number of sections that may prove valuable in working with personnel problems. Almost as extensive and almost as large, J. F. Mee's *Personnel Handbook*⁴⁵ is still not as recent, yet some general suggestions in it, however, seem still valid. A *Management Dictionary* by A. E. Benn⁴⁶ likewise is not up to date, but is useful for terms in vogue prior to 1951. Most recent is the new book by E. R. Becker entitled *Dictionary of Personnel and Industrial Relations*.⁴⁷

Library administrators are doubtless familiar with some of the many management journals listed in the classified list of Ulrich's *Periodicals Directory*, so that there is no need to repeat their titles here. Attention should be given, however, in spite of the rather forbidding title, to *Operations Research*,⁴⁸ issued by the Operations Research Society of America. Its contents comprise primarily articles on the scientific method applied to business, with models for working out several courses of action, one of which is finally selected as most satisfactory and often called the optimum solution. Although this is so far limited in use, except in business, it has possibilities for other fields, and should not be overlooked by anyone seeking answers to complicated administrative problems. One of the most readable accounts of the subject, giving some background and illustrations, may be found in *Operations Research*⁴⁹ of the American Management Association. There are now other relevant societies, including the Institute of Management Sciences organized in 1953. That body publishes *Management Science*, in the January 1957 issue of which is a "Progress Report" by the President, G. H. Symonds, assuming to present "not only a multi-disciplinary science but also a new sub-science in the field of sociology."⁵⁰ There are two comparable societies in England, the Operational Research Society,⁵¹ and the British Institute of Management.^{52, 53}

Since the literature of business administration is extensive, and sometimes quite uninteresting to the librarian, it seems worth-while to note the review article, another shortcut for scanning the titles without necessarily examining all the items which seem promising in content. One of the most fruitful periodicals for this is the *Harvard Business Review*. To mention a few of the recent articles will give some notion of their nature. Harriet O. Ronken⁵⁴ has written on the training of supervisors, and mentioned some books useful in that field. H. C. Thole,⁵⁵ in 1954, surveyed the area of management control. Robert Saltonstall⁵⁶ reviewed in 1955 organization, responsibility, and authority in personnel administration. In 1956, J. L. Massie⁵⁷ dealt with materials on *Automation for Management*. Rex Harlow⁵⁸ reported in 1957 recent contributions of interest in communications for executives. Incidentally, the *Harvard Business Review* itself is worth consulting for articles on subjects of significance to the administrator. Two articles of value, for instance, appeared in the March-April 1958 issue: "Measuring Organizational Performance,"⁵⁹ and "How to Choose a Leadership Pattern."⁶⁰

Bibliographies also have merit, even though that decreases rapidly with the progress of research and publications currently appearing in serial form. One of the most competent and extensive is Paul Wasserman's *Information for Administrators*.⁶¹ More of a guide than a list, it does contain sections entitled "Basic Publications in Business Administration," and "Basic Publications in Public Administration of Interest to Librarians." More immediately pertinent is R. E. McCoy's *Personnel Administration for Libraries*⁶² which is a bibliographical essay. Also, W. H. Dickerson's *Bibliography on Qualities of an Executive*⁶³ is an annotated, classified list of selected references through 1953. Another extensive work in an area of limited interest here is the National Office Management Association's *Bibliography for Office Management*,⁶⁴ which has been appearing annually. The coverage of new as well as of worth-while older material, and the gist of articles, are included. These are a few examples of a growing group of publications which seem increasingly to deserve examining, though it is necessary to be even more selective for library purposes than for the general use for which some of them intended.

With increasing costs facing administrators, the topic of time and motion study crops up from time to time in library literature. J. A. Parton's *Motion and Time Study Manual*⁶⁵ is fairly comprehensive, as well as M. E. Mundel's *Motion and Time Study*.⁶⁶ Most important

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of recent works is R. E. Morrow's *Motion Economy and Work Measurement*,⁶⁷ which also, most appropriately, goes into the problem of fatigue. This matter has had little serious consideration in the library field, but is becoming no less important there than in industry, as many activities become routinized. There is a number of studies of physical as well as mental fatigue, from that of Josephine C. Goldmark in 1912 to the latest findings published by such organizations as the American Psychological Association. Apart from the Goldmark study the standard examples are that of the Western Electric Company,⁶⁸ and a summary account by Elton Mayo in *Human Problems of an Industrial Civilization*.⁶⁹ Chapter eight of this is of especial interest for a discussion of the need for a continuing supply of administrators, to maintain the present level of civilization and/or culture. Another landmark is a British study made during World War I;⁷⁰ and most recent is the English symposium in 1952 on fatigue, edited by W. F. Floyd,⁷¹ in which the scientific approach is presented by a number of English, American, and other nationals.

Finally, one possible answer to fatigue and boredom may be found in wider use of automation. Already some work has been done by R. R. Shaw in developing a scanning machine and photoclerical procedures.⁷² A useful guide for executives is *Keeping Pace with Automation*,⁷³ issued by the American Management Association. There is, in addition, a more popular account by D. O. Woodbury, *Let Erma Do It*;⁷⁴ but for a detailed survey of equipment and service, the useful recourse is Automation Consultants, Inc., with its *Office Automation and Updating Service*.⁷⁵

Although the literature of administration continues to expand, these few guides may help save time and reduce the burden of search for optimum solutions to problems at hand. Much emphasis has been placed on business literature, as being most familiar to the writer and more mature than library literature. If some comment might be made on the latter, it sometimes shows a tendency to disregard or overlook what has been done in other fields.⁷⁶ In its researches it fails to utilize techniques more fully developed in other disciplines. It is hoped, therefore, that this brief guide will open some new areas of useable information.

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