

Contents

| | |
|---|------|
| List of figures | viii |
| List of tables | x |
| Preface | xi |
| PART I INTRODUCTION TO LIBRARY AND INFORMATION CENTRE MANAGEMENT | |
| 1. An introduction to management | 4 |
| 2. Strategic influences on modern library and information centre management | 13 |
| PART II STRATEGIES FOR UNDERSTANDING THE LIBRARY'S OR INFORMATION CENTRE'S ENVIRONMENT | |
| 3. Situation audit | 22 |
| PART III STRATEGIES FOR MANAGERIAL PROCESSES | |
| 4. The corporate planning process | 57 |
| 5. Human resource planning | 71 |
| 6. Strategies for human resource development | 94 |
| 7. Strategies for decision-making | 108 |
| 8. Competitive strategies: strategic marketing for libraries and information centres | 121 |
| PART IV STRATEGIES FOR STRUCTURAL PROCESSES | |
| 9. Organization structures | 147 |

10. Strategies for the structural coordination of libraries and information centres 158
11. Strategies for communication in libraries and information centres 165

PART V STRATEGIES FOR TECHNICAL EFFECTIVENESS

12. Managing technologies in libraries and information centres 193
13. Managing expertise in libraries and information centres 205
14. Management information systems in libraries and information centres 210

PART VI STRATEGIES FOR MANAGING THE PSYCHOSOCIAL ENVIRONMENT

15. Group dynamics 225
16. Power, influence, authority and delegation 237
17. Strategies for personal networking and organization politics 250
18. Strategies for negotiation 261
19. Leadership strategies 269
20. Motivation issues 280
21. Strategies for managing conflict 291
22. Strategies for managing stress 303

PART VII STRATEGIES FOR MANAGING THE GOALS AND VALUES SUBSYSTEM

23. Corporate culture in libraries and information centres 314
24. Strategies for survival: fostering innovation and intrapreneurship in libraries and information centres 330

PART VIII CONTROL STRATEGIES FOR LIBRARIES AND INFORMATION CENTRES

25. Budgeting and economic analysis 345

| | |
|---|-----|
| 26. Programme review and performance measures | 365 |
| 27. Managing change | 374 |
| EPILOGUE | |
| 28. The final strategy: effective management | 383 |
| Selected further reading | 387 |
| Index | 403 |

List of figures

| | | |
|-----|--|-----|
| P.1 | Strategies for effective library and information centre management: a textbook approach. | xii |
| 1.1 | Levels of management and their associated tasks, activities and positions in libraries | 8 |
| 3.1 | The external environment model | 25 |
| 3.2 | Sources of information for the external environment model | 26 |
| 3.3 | The internal environment model | 39 |
| 3.4 | Sources of information for the internal environment model | 40 |
| 3.5 | Strategic four-factor analysis | 50 |
| 4.1 | Requirements for the corporate planning process | 58 |
| 4.2 | The hierarchy of objectives | 68 |
| 5.1 | The systems approach to human resource planning | 72 |
| 5.2 | The macro approach to human resource planning | 75 |
| 5.3 | The micro approach to human resource planning | 77 |
| 5.4 | An example of a job description for an assistant librarian | 81 |
| 5.5 | An example of a job specification for an assistant librarian | 83 |
| 6.1 | An example of a performance assessment form using the graphic rating scale | 103 |
| 7.1 | Decision process flow chart | 116 |
| 7.2 | Information needs and decision-making activities within a public library system | 118 |
| 8.1 | Proposed questions to ascertain a library's image | 132 |
| 8.2 | Matrix graph of library's image | 132 |
| 8.3 | Matrix graph to determine level of performance and importance of services | 134 |
| 8.4 | Product life cycle | 135 |
| 8.5 | The Boston Consulting Group portfolio matrix | 137 |

| | | |
|------|---|-----|
| 8.6 | Diversification strategies for libraries or information centres | 139 |
| 8.7 | Rejuvenation strategies | 140 |
| 9.1 | An organization chart at individual level showing vertical and horizontal specializations | 149 |
| 10.1 | Continuum of authority for staff units | 160 |
| 11.1 | The communication process | 166 |
| 11.2 | The process of interfacing | 168 |
| 11.3 | The circular process of interaction | 169 |
| 11.4 | Purposes and types of meetings held in libraries and information centres | 184 |
| 14.1 | A management information system for a public library | 214 |
| 15.1 | The organization as an interlocking network of formal groups | 226 |
| 15.2 | Formal and informal groups existing in organizations | 228 |
| 19.1 | Behaviour prescriptions in Hersey and Blanchard's situational leadership theory | 278 |
| 20.1 | Maslow's hierarchy of needs | 283 |
| 20.2 | Hackman and Oldham's job characteristics model | 289 |
| 22.1 | A model of preventative stress management for organizations | 309 |
| 25.1 | Relationship between the corporate planning process and budget process | 348 |
| 25.2 | An example of unit costing to determine the price of a library publication | 357 |
| 25.3 | Profile of fixed costs per unit | 358 |
| 25.4 | Law of variable proportions | 361 |
| 26.1 | Orr's relations among criterion variables | 368 |

List of tables

| | | |
|------|---|-----|
| 1.1 | Management roles in libraries and information centres | 5 |
| 3.1 | A framework for assessing the organizational structure according to its managerial and technical goals and values and psychosocial subsystems | 34 |
| 3.2 | The effect of the environment upon the managerial, technical and structural goals and values, and psychosocial subsystems | 36 |
| 3.3 | A strategic audit for a library or an information centre | 44 |
| 8.1 | Issues in strategic marketing analysis for libraries and information centres | 124 |
| 12.1 | A framework for fitting technical processes with the managerial and organization structural subsystems | 201 |
| 17.1 | Ethical and unethical political tactics used in organizations | 254 |
| 20.1 | Integration of Maslow's hierarchy of needs with Herzberg's two-factor theory | 286 |
| 23.1 | Descriptors of organizational culture types according to Handy | 318 |
| 23.2 | Descriptors of organizational culture types according to Deal and Kennedy | 320 |
| 24.1 | Critical functions in the innovation process | 336 |
| 25.1 | Law of diminishing returns | 360 |
| 25.2 | Schedule of physical productivity | 362 |
| 25.3 | Calculating the average variable cost per unit of output | 362 |
| 25.4 | Calculating the average cost per unit of output | 363 |
| 26.1 | Examples of performance indicators which may be found in information centres | 372 |