

Contents

Figures	xiii
Foreword	xv
Acknowledgments	xvii
1—MANAGEMENT DEVELOPMENT: A Historical Overview	1
Introduction	1
Scientific Approach	4
Scientific Management Movement	4
Classical Movement	7
System Movement	10
Human Relations Approach	10
Human Behavior Movement	11
Self-Actualizing Movement	12
Systems Approach	12
Decision Theory Movement	12
General Systems Theory Movement	13
Psychological Movement	14
Summary and Preview	14
Notes	16
Readings	18

2—THE PLANNING PROCESS	19
Library Planning	19
What Is Planning?.....	21
Factors in Planning.....	22
Time.....	23
Collecting and Analyzing Data.....	26
Levels of Planning.....	26
Flexibility.....	26
Planning Techniques.....	27
Developing Standards or Guidelines.....	27
Forecasting.....	27
Future Decisions.....	29
Environment for Planning.....	29
Future of Library Planning.....	30
Mission, Goals, and Objectives for Libraries	30
Formulating Objectives.....	31
Levels of Objectives.....	32
Broad General Mission.....	32
Organization-Wide Goals.....	33
Specific Objectives.....	34
Activities.....	35
Summary.....	35
Setting Objectives.....	36
Management by Objectives.....	38
Policy Making	42
Sources of Policy.....	43
Levels of Policy.....	44
Effective Policy Making.....	44
Procedures, Rules, and Regulations.....	45
Decision Making	46
Group Decision Making.....	47
Steps in Decision Making.....	49
Factors in Decision Making.....	49
Evaluating the Decision's Importance.....	50
Notes	50
3—ORGANIZING	54
Introduction	54
What Is an Organization?	56
Formal and Informal Organizations	57
Libraries as Organizations.....	57
Organizational Structure.....	58
Specialization	59

3—ORGANIZING (continued)

Departmentation 59

 Methods of Departmentation 60

 Numbers 60

 Function 61

 Territory 61

 Product 62

 Customer 62

 Process or Equipment 63

 Subject 63

 Form of Resources 64

 Summary 65

The Vertical Hierarchy 66

 The Scalar Principle and the Vertical Hierarchy 67

 Delegation 68

 Centralization and Decentralization 69

 Unity of Command 70

 Span of Management 71

 Line and Staff Positions 73

 Functional Authority 74

Coordination and Integration 75

 Organization Charts 78

The Types of Formal Organizations 83

 Organic Systems 86

 Committees 87

 Task Force or Project Management 88

 Matrix Organizational Structure 88

Conclusion 92

Notes 92

4—STAFFING 96

Types of Staff 97

 Staffing Levels 98

Establishing the Organizational Framework for Staffing 100

 What Is a Job? 100

 Job Descriptions 102

 Job Analysis 103

 Job Evaluation 104

Personnel Functions 106

 Recruitment and Hiring 106

 Application Forms 107

 Applicant Testing 108

 Personal Interviews 108

 Background Verification 109

 Hiring 110

 Training 110

 General Orientation 111

 Specific Job Training 111

 Staff Development 113

4—STAFFING (*continued*)

Personnel Functions (*continued*)

Performance Appraisals.....	114
Problems in Rating.....	117
Methods of Performance Appraisal.....	119
The Performance Appraisal Review.....	126
The Performance Appraisal Interview.....	126
Salary Administration.....	128
Determination of Salary to Be Paid.....	129
Development of a Salary Structure.....	132
Salary Increases.....	134
Fringe Benefits.....	135
Comparable Worth.....	137
Discipline and Grievances.....	138
Personnel Policies and Procedures.....	140
External Impacts on Staffing	142
Equal Employment Opportunity.....	142
Civil Rights Act of 1964.....	142
Executive Order 11246 and Affirmative Action.....	144
Additional Equal Opportunity Legislation.....	145
Unionization.....	146
Collective Bargaining Procedures.....	148
Conclusion	149
Notes	150

5—DIRECTING..... 152

Introduction	152
The Human Element of the Organization	154
The Hawthorne Studies.....	154
McGregor's Theory X and Theory Y.....	155
Argyris Immaturity-Maturity Theory.....	157
Structuring the Human Element in Organizations.....	158
Motivating	159
Maslow's Hierarchy of Needs.....	160
Herzberg's Two-Factor Theory of Motivation.....	162
Vroom's Expectancy Theory.....	164
Behavior Modification.....	165
How Should Managers Motivate?.....	167
Leadership	168
Trait Approach to the Study of Leadership.....	169
Ohio State and University of Michigan Studies.....	169
The Likert Theory of Management.....	170
The Managerial Grid.....	171
Fiedler's Leadership Contingency Model.....	173
Participative Management.....	175
Japanese Management and Quality Circles.....	176
The Leadership Challenge.....	178

5 – DIRECTING (continued)

Communication 180
 A Model of Communication 180
 Organizational Communication 182
 Types of Communication 182
 Communication Flows 183
 Informal Organizational Communication 185
The Contingency Approach to Management 186
Conclusion 189
Notes 189

6 – PRINCIPLES OF CONTROL 193

Requirements for Adequate Control 195
 Establishing Standards 196
 Measurement of Performance against Standards 197
 Correction of Deviation 198
Techniques of Control 198
 Evaluation 198
 Cost Benefit Analysis 199
 Time and Motion Study 200
 Operations Research 200
 PERT 202
Budgetary Control 204
Budgeting Techniques for Libraries 206
 Line-Item 206
 Lump Sum 207
 Formula Budgets 207
 Program Budgeting 210
 Performance Budgeting 212
 Planning Programming Budgeting System (PPBS) 212
 Zero Based Budgeting (ZBB) 214
Accounting and Reporting 219
Notes 219

7 – CHANGE – Its Impact on Library Management Development 222

The Change Process 222
Library Management Development – A Postscript 229
Notes 232

Appendix 1 – Mission, Goals, and Objectives 237

Appendix 2 – Library Education and Personnel Utilization
 Statement 265

Appendix 3 – Organization Charts 273

xii / Contents

Appendix 4— Job Descriptions280

Appendix 5— Performance Appraisal Forms289

Appendix 6— Labor Agreement Contract308

Appendix 7— Budget and Justification Forms348

Index367