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Strategic Planning for Sponsored Projects Administration: The Role of Information Management

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opment of library services, special librarians will find it informative and useful.

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Strategic Planning for Sponsored Projects Administration: The Role of Information Management, by Keith Harman and Charles R. McClure. Westport: Greenwood Press, 1985. 279 pp. ISBN 0-313-24931-8. \$45.00.

The central purpose of this work is to help the sponsored projects administrator integrate strategic planning and information management techniques into his or her philosophy and practice. A general systems approach to management is employed and an effective case is made for viewing the organization as an information processing system. Having made their case for this theory of management, the authors then follow it up with well developed and useful chapters on the strategic planning process, implementation of strategic planning, information management as a component in strategic planning, the incorporation of boundary spanning, and, finally, the integration of all of these into an effective management style through a contingency approach.

Billed as a "desktop handbook," the work is actually more of a textbook for sponsored projects administrators. While there are over 75 charts and tables illustrating the usefulness and application of the concepts, the extensive discussions of management theory partially negate the handbook approach. These discussions (amply documented in the text and an extensive bibliography) are useful, however, in giving a good overview of a variety of management theories and philosophies. The two chapters on strategic planning and implementation are an exception to this mixed handbook/textbook approach. The step-by-step approach employed there easily takes the reader through this complex process.

The section on the application of an information resource management (IRM) approach is simultaneously both useful and disappointing. The informed discussion on how to create internal databases and the benefits that may be gained from the sophisticated use of external databases (DIALOG, BRS, etc.) should be very helpful to those administrators who have neglected those tools. The authors, however, do not succeed in showing how the IRM approach can be integrated into the philoso-

phy and practice of the sponsored projects administrator. The role of IRM in relation to establishing a decision support system is well covered but the specific processes for implementing it in the context of sponsored projects is lacking. Indeed, this lack of specific examples of how a principle or procedure applies in the context of sponsored projects is a problem throughout the volume. To some extent, however, this is to be expected because of a lack of an extensive literature devoted to this field.

Despite these problems, the work is a useful and welcome one to this growing occupational group and to other managers as well who need to know more about the role of information management in organizations. Individual project administrators, as well as institutional sponsored programs administrators who use it, should be able to improve their performance and thereby stay ahead of the competition for grant and project funds.

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Vocabulary Control for Information Retrieval, by F. Wilfrid Lancaster. Arlington, Va.: Information Resources Press, 1986. 270 pp. ISBN 0-87815-053-6. \$27.50.

F. W. Lancaster, a recognized authority in the field of information science, has authored seven titles on online information retrieval, library services, information systems, and related investigative methods. His first edition of *Vocabulary Control for Information Retrieval*, published in 1972, was intended as a comprehensive overview of the relevant literature. This edition has a more focused scope and cites only the sources directly supporting the points the author wanted to make. This second edition is also more exclusively devoted to the thesaurus than to other means of vocabulary control.

In a brief evolutionary history of controlled vocabularies, standards and guidelines established by information-intensive organizations are presented (Unesco, ANSI, U.S. Department of Defense, American Institute of Chemical Engineers, etc.). Lancaster offers uncomplicated explanations of theoretical material, including pre-coordinate vs. post-coordinate indexing systems, syntagmatic and paradigmatic logical relationships, hierarchi-