

cific recommendations and will occasion some disagreement. The backbone of the diagnostic portion of the toolbox is the triumvirate of the Norton Utilities, PC Tools, and Mace Utilities. They also discuss programs such as Spinrite, Atsift, Check-It, and System Sleuth. Their strong recommendation that you keep a copy of Sidekick handy is a good example of sound, practical, experienced advice.

The second portion of the chapter is devoted to reviews of user-oriented software. They end up recommending, after extensive discussion of the pros and cons, the old familiar faces: dBASE, Lotus 1-2-3, and whatever word processor you are most familiar with. While one could quibble about the selections and wish that there was more discussion of shareware dbms' and spreadsheets, the type of argument for and against a given program is a model everyone should copy. In particular, there is a fine discussion of why a library system should standardize its software.

The chapter on Configuration Management gets at the heart of PC management—keeping track of where everything is and who has what. The authors will send you a free disk with several programs they have devised including PC Tender, a database management program for inventorying your hardware and software. Next is a chapter on software policy with a statement that should be adopted by every library. There is a chapter on how to get organizational commitment to support microcomputers. Solid, practical advice on hardware selection follows. The specific problems of dealing with CD-ROM are given a detailed hearing, including examples of how to deal with the Microsoft Extensions and the non-Microsoft Extensions. The final chapter reviews tools, supplies, and vendors of various types of supplies.

There are two disk offers included in the book. The first is for the inventory program discussed above. The second is for Hoffman's "Hack", a series of examples on how to solve the problems of CD-ROM disk conflicts. Neither disk was sent to the reviewer and thus they cannot be evaluated here. But the disks are offered free and appear to be a fine value.

*PC Management* is an eminently readable book for anyone concerned with the coordination and performance of a library's microcomputer environment. It is filled with practical examples based on years of experience. It's specific recommendations might become dated in time, but the approach to the problem is long lived.

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**IT Strategies for Information Management.** D. BAWDEN AND K. BLAKEMAN. Butterworths, London (1990). vii+257 pp., £40, ISBN 0-408-00810-5.

**Managing Information: Information Systems for Today's General Manager.** A. KNIGHT AND D. SILK. McGraw-Hill, New York (1990). x+258 pp., £24.95, ISBN 0-07-707086-0.

Both of these books are concerned with the effective use of information technology (IT) in organizations. In both cases the intention is explicit, but is expressed in different ways. Bawden and Blake-man direct their work at the managers of information services departments and hope, thereby, that such managers will make a more effective impression on the organization as a whole:

... we try to consider the whole spectrum of the new information technologies ... and their relevance to the whole of information services, including such things as library services, records management and archives, etc. Indeed, we go beyond this, in considering an expanded role for information services in introducing and operating the new technologies on an organization-wide basis.

Knight and Silk, on the other hand, direct their work at general managers in business, to try to help them to understand how information and IT may help them to achieve "business success":

The effective use of information is a key to business success. The difficulty is that the nature of business, and the role of information within it, are changing. At the same time modern Information Technology (IT) offers a bewildering range of choice and opportunity for handling business information....

This book is designed to help. Its objective is to equip practicing general managers to use information effectively in order to improve business performance.

As is so often the case, therefore, we have approaches to what is essentially the same problem from different points of view. The result is that each book falls short of an ideal integration of information science, information technology, and management that ought to be feasible.

Knight & Silk come closest in attempting the ideal integration. However, they quickly slide from

a consideration of "information" as a determinant of business success to "information technology," and much of the book is concerned not with the internal and external sources of information and how information may be organized for effective use, but with systems design and development for IT systems in organizations. Some attention is given to the use of information, but this chapter is very restricted in scope and is concerned almost entirely with the manipulation of numeric data and techniques for presentation. There are no case studies of how managers *actually* use information or of the problems an organization may face because of failure to gain access to external information.

Knight and Silk's first chapter is also very unsatisfactory—it offers a very simplistic view of the emergence of the "information society," using data that make clear that the concept appears to stand or fall on the idea that employment in service industries is the same as employment in "information industries." The case becomes even more suspect when we see that financial services have been the only area of major growth in the UK service sector since 1976.

Bawden and Blakeman are much sounder on virtually every aspect of information technology. Their book is firmly based on the research literature, and a manager would find better guidance on IT applications to *information services*, although the business perspective of Knight and Silk is largely missing. The authors are more concerned with how information scientists/information managers can make an impact on their organizations than with how the manager can derive benefits from their efforts.

In summary, both these books are worth reading; they are addressed to different audiences, but each audience could benefit from reading the other. Both will go on my information management reading list, but with different recommendations. Bawden and Blakeman will be recommended for its scope and thorough treatment of a number of significant issues for the information manager, Knight and Silk for its business orientation. Some day, someone is going to bring these areas together.

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**Concepts in Information Retrieval.** M. PAO. Libraries Unlimited, Littleton, CO. (1989). 300 pp., \$28.50, ISBN 0-87287-405-2.

In *Concepts in Information Retrieval*, Miranda Lee Pao presents a solid text for an introductory course in document-based information retrieval with an informatics flavor. Pao organizes the work around her experiences in teaching a course on the subject, which had originally been conceived by Tefko Saracevic at Case Western Reserve University. Yet as I found, the book can also serve as an excellent source of supplemental articles for other introductory courses in library and information science.

The initial section begins with a cursory cover of information theory, but proceeds to well conceived analyses of bibliometrics, user studies, and the concept of relevance. Part two follows a systems approach to look at mathematical models in selection, plus indexing and thesauri, the nature of automated files, the reference process, and document delivery. The next section deals with evaluation and measurement, and the text closes with some pondering of the coming effects of artificial intelligence.

Although I highly recommend this work, let me share a couple of qualms. Most complaints have to do with its organization and stem from its origins in a specific course within a specific curriculum. The physical separation of sections on bibliometrics and relevance from the evaluation and measurement portion, for example, is not helpful. Indeed, I would hope for a clearer articulation of the structure and transitions among various sections—these would no doubt be evident in the classroom, but are not so clear in writing. The writing itself is sometimes awkward and full of unnecessary passives. One could also quibble with details, such as the failure to include random access files in a section on file organization that extends to mentions of far less common self-optimized and cluster files. Let me wish too for the slick and heavily graphic textbook presentations in computer science or management information; unfortunately, the economies may not be there for library and information science. In the final analysis, however, this is a notable work of interest to anyone teaching in our field.

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