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*Abstract: The article discusses the emergence of cost recovery in terms of four major developments:*

- 1. the increasing quantification of management methods;*
- 2. the convergence of the archipelago of information services;*
- 3. the shift in the world economic community toward market mechanisms; and*
- 4. increased managerial awareness of the importance of information and information technology.*

*The article also discusses two difficulties attending the introduction of cost allocation and cost recovery schemes in libraries, the general lack of knowledge concerning the economics of information within the library profession, and difficulties created by the traditional set of cultural values of librarianship. The review section of the article discusses some of the ramifications of the increased emphasis upon cost recovery. The article also reports on the results of a study on the use of cost allocation and cost recovery in a stratified sample of libraries in the Netherlands, Pakistan and the USA.*

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- 1. teaching the theory;*
- 2. providing for practical work in organizations and*
- 3. classroom activities which give students experience in the skills of management.*

*The Guidelines also provide a proposed outline for a course in management.*

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