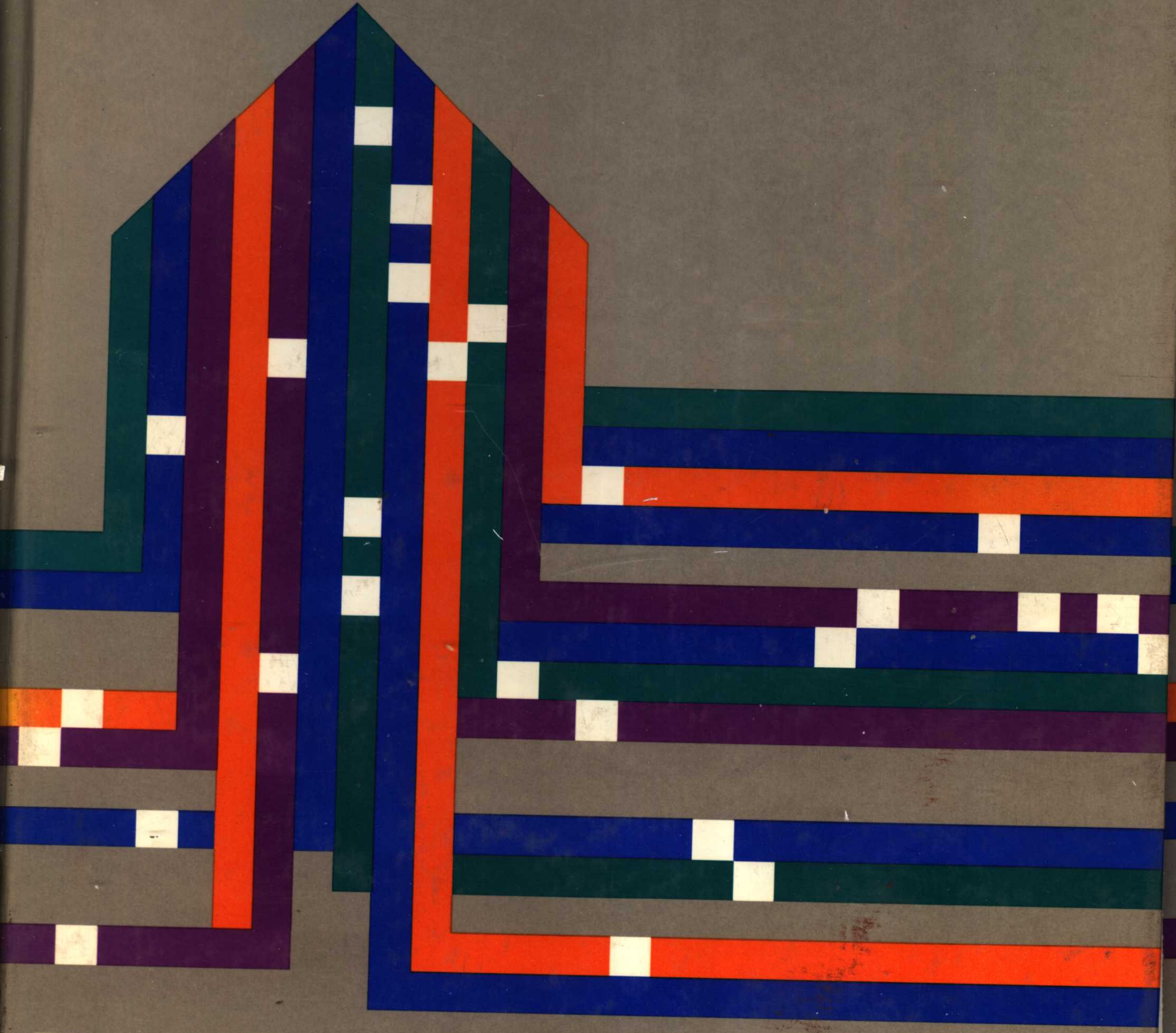
ADMINISTRATIVE INFORMATION SYSTEMS

People and Technology



Thomas Keller / Ernest N. Savage

Administrative Information Systems

People and Technology

Thomas Keller, Ed.D.
Arizona State University
Ernest N. Savage, Ed.D.
Bowling Green State University

KENT PUBLISHING COMPANY
A Division of Wadsworth, Inc.
Boston, Massachusetts

Editor: Read Wickham
Production Editor: Leslie Baker
Interior Designer: Linda Ziedrich
Cover Designer: Steve Snider
Manufacturing Manager: Linda Siegrist

Kent Publishing Company
A Division of Wadsworth, Inc.

© 1987 by Wadsworth, Inc., 10 Davis Drive, Belmont, California 94002. All rights reserved. No part of this book may be reproduced, stored in a retrieval system, or transcribed, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the publisher, Kent Publishing Company, 20 Park Plaza, Boston, Massachusetts 02116.

Printed in the United States of America
1 2 3 4 5 6 7 8 9 — 91 90 89 88 87

Library of Congress Cataloging-in-Publication Data

Keller, Thomas, 1950–
Administrative information systems.

Includes index.
1. Office management. 2. Office practice—Automation—Management. 3. Management information systems. I. Savage, Ernest N., 1946–
II. Title.
HF5547.K44 1986 651.7 86-7481
ISBN 0-534-06240-7

Preface

In recent years, methods of operation in business organizations have changed dramatically to meet the challenges of today's world economy. Greater emphasis is placed on the administrative office today than ever before. Issues such as productivity, human resources management, and technology, which once were topics of discussion in warehouse and factory settings, are now focused directly on the administrative office environment. It is imperative that today's administrative office managers use every human and technological resource available to transform the office into an effective administrative information system.

This text is designed and written to aid students, business managers, government officials, and educators in transforming the isolated manual offices of yesterday to tomorrow's automated offices. Most texts currently on the market do an excellent job of describing office practices as they have been performed for decades. However, for the most part these texts have merely added chapters to previously written editions, giving little thought to the changing role of the administrative office. The results have been large, encyclopedia-like office manuals that are filled with outdated material and sketchy glimpses of the future. This process has forced instructors to teach office management from a strictly theoretical basis.

Administrative Information Systems: People and Technology was written as a practical guide to administrative office management. It is intended to be a bridge between the theoretical and the applied instructional approaches. This text provides only the essential material from traditional office management references while giving specific examples and the managerial strategies necessary for developing effective administrative information systems.

TEXT STRUCTURE

The text is divided into four parts. Part 1, "Administrative Organization," describes both the office managerial process and the administrative office organizational structure. Part 2, "Administrative Functions," provides the reader with a detailed description of the major administrative office functions as they exist in today's offices. These functions include word processing, records management, micrographics, reprographics, forms control, telecommunications, and budget analysis. Part 3, "Administrative Information Systems," consists of seven chapters that describe the various integrated systems that make up today's administrative information system. The main theme of this portion of the text is the "systems approach." Although there is a substantial amount of technology described in Part 3, it is presented from the manager's perspective in a clear and concise manner. Chapters 8 through 13 provide the reader with many step-by-step procedures for developing effective administrative information systems. Part 4, "Human Resources Management," includes very important information on the most important of all resources—the human resource. Part 4 is written as a manager's guide to acquiring, training, motivating, measuring, compensating, and retaining administrative office personnel.

Individual instructors may desire to cover these topics in an order other than the one presented here. Instructors are encouraged to utilize this text in the manner most conducive to their students' understanding.

TEXT FEATURES

Numerous important features are incorporated in *Administrative Information Systems: People and Technology.*

☐ The concept of systems theory is included in the discussion of the evolution of management theory.

☐ The detailed descriptions of strategies for automating many of the traditional office functions provide the reader with greater insight into the uses of computer technology in the administrative office.

☐ The reader is provided with a practical guide for using systems analysis techniques as part of his or her managerial skill set. These techniques are utilized throughout the text.

☐ Chapter 9, "Ergonomic Designs and Productivity," is a very timely discussion for today's managers. This chapter emphasizes the delicate relationship between people and technology.

☐ A major strength of this text is its managerial approach to evaluating, acquiring, and utilizing computer technology. The strategies presented here have been developed and utilized by the authors in actual business contexts.

此为试读，需要完整PDF请访问： www.ertongbook.com

☐ The human resources management issues are presented from the workers' perspective as well as from the management viewpoint. Both points of view are discussed in the framework of the rapidly changing job market.

In addition to these important features, chapter summaries and student activities are provided as instructional aids at the end of each chapter.

INSTRUCTOR'S MANUAL

The instructor's manual that accompanies *Administrative Information Systems: People and Technology* provides guidelines for the instructor to follow with respect to curriculum timelines, sex-equity and special needs issues, and the availability of resource materials. It also presents a strategy for modifying curriculum in order to create and maintain a contemporary focus.

Each chapter is analyzed in an objective and subjective manner. Objective testing takes the form of "Test Your Knowledge" review questions. By answering these questions, students will be able to review and evaluate their understanding of each chapter's content. Answers to these questions can be found at the back of the instructor's manual. Subjective testing requires students to respond to simulation and case study scenarios. This type of activity requires students to address the main issues of the chapter and also synthesize information from previous chapters and outside sources. Sample responses are at the back of the instructor's manual.

ACKNOWLEDGMENTS

Our thanks go to the reviewers of this manuscript for their help and suggestions:

James C. Bennett
University of Texas at Austin

Roger Bloomquist
University of North Dakota

Catherine Boudreau
Massasoit Community College

Chet Bulgia
Broome Community College

Lillian Chaney
Memphis State University

Barbara Christoff
Monroe Community College

Carolyn Dolecheck
Northeast Louisiana University

Mary Evelyn Galbraith
Sam Houston State University

Beverly House
University of New Orleans

Velma Jesser
Lane Community College

Dora Johnson
Central Piedmont Community College

Gloria Mitchamore
North Harris County College

Karen Munson
Tacoma Community College

Linda Sarlo
Rock Valley College

Elaine Schmittke
Nassau Community College

John B. Smith
Bucks County Community College

Contents

PART 1 ADMINISTRATIVE ORGANIZATION 1

1 The Office Managerial Process 3

Introduction 4
The Evolution of Management Theory 4
  The Scientific Management Era 4
  The Human Relations Era 6
  The Behavioral Science Era 6
  The Systems Era 8
Management Functions 9
  Planning 9
  Organizing 9
  Staffing 9
  Directing 9
  Controlling 10
Administrative Office Management 10
Administrative Information Systems 10
Summary 11
Student Activities 11
  Active Orientation 11
  Independent Problems 12
References 12

2 The Administrative Office 13

Introduction 14
Administrative Office Objectives 15
Organizational Structure 15
Office Organizational Structure 15
  Line Organization 16
  Line-and-Staff Organization 18
  Departmentalization 19

Authority-Responsibility Relationship 19
  Centralization and Decentralization 20
Informal Organizational Structure 21
Professionalism 22
Summary 22
Student Activities 23
  Active Orientation 23
  Independent Problems 23

PART 2 ADMINISTRATIVE FUNCTIONS 25

3 Word Processing 27

Introduction 28
Word Processing Costs 28
Word Processing and Organizational Structure 29
Objectives of a Word Processing System 30
  Phases of a Word Processing System 30
Word Processing Technology 31
  Dictation Equipment 31
  Electronic Typewriters 32
  Word Processors 32
Common Features of Word Processing Packages 34
  Text Origination 34
  Text Editing 35
  Block Move 35
Word Processing Centers 36
  The Centralized Approach 36
  The Decentralized Approach 36
Summary 38
Student Activities 38
  Active Orientation 38
  Independent Problems 39

4 Records Management 41

Introduction 42
The Records Management Function 42
  Objectives of a Records Management Program 42
The Records Management Process 42
  Records Creation 43

  Records Maintenance 44
  Records Storage 46
The Computer and Records Management 47
  Data Base Management 48
Summary 52
Student Activities 52
  Active Orientation 52
  Independent Problems 53
References 53

5 Micrographics, Reprographics, and Forms Control 55

Introduction 56
Micrographics 56
  Computerized Micrographic Applications 57
  Micrographic Services 57
Reprographics 58
  Reproduction Costs 59
  Today's Intelligent Copiers 60
  Determining Reprographic Needs 61
Forms Control 62
  Forms Creation 63
  Forms Design 63
Summary 63
Student Activities 65
  Active Orientation 65
  Independent Problems 65

6 Telecommunications 67

Introduction 68
Telephone Systems 68
  Automated Features 68
  Switching Systems 68
  WATS Lines 69
Data Communication 70
Teleconferencing 71
  Audio Teleconferencing 72
  Video Teleconferencing 72
Summary 72
Student Activities 73
  Active Orientation 73
  Independent Problems 74

7 Budget Analysis 77

Introduction 78
Objectives of Budget Analysis 78
Types of Budgets 78
  The Master Budget 78
  The Capital Budget 78
  The Operating Budget 79
  The Financial Budget 79
Structuring the Budget 79
  Managerial Commitment 80
  Employee Input 80
  Assigning Responsibility 80
  Setting Goals 80
  Budget Flexibility 81
  Monitoring the Budget 81
Budgeting Methods 82
  Traditional Budgeting 82
  Zero-Based Budgeting 83
Implications for the Administrative Manager 83
Summary 83
Student Activities 84
  Active Orientation 84
  Independent Problems 84

PART 3 ADMINISTRATIVE INFORMATION SYSTEMS 85

8 Administrative Systems Analysis 87

Introduction 88
Administrative Support Systems 88
  Objectives of Administrative Support Systems 88
Designing the System 89
  Conducting the Systems Study 89
Tools of Systems Studies 91
  Systems Charts 91
  Task Charts 92
Implications for the Administrative Manager 94
Summary 97
Student Activities 97
  Active Orientation 97
  Independent Problems 97

此为试读，需要完整PDF请访问：www.ertongbook.com

9 Ergonomic Designs and Productivity 99

Introduction 100
What Ergonomics Is and What It Is Not 100
Ergonomic Factors 101
  Chairs 101
  Workstations 103
  Lighting Systems 106
  Acoustics 108
  Air Conditioning Systems 109
Conducting an Ergonomic Study 110
  A Systems Approach to Ergonomic Design 110
Ergonomics and Productivity 112
  Cautions About Estimating Ergonomic Productivity 112
  Estimating the Payback of Ergonomic Designs 113
Implications for the Administrative Manager 113
Summary 114
Student Activities 115
  Active Orientation 115
  Independent Problems 116
References 116

10 Administrative Communication Systems 117

Introduction 118
Objectives of an Administrative Communication System 118
  Objective #1: To Inform 118
  Objective #2: To Direct 118
  Objective #3: To Lead 118
Administrative Communication Model 119
Types of Administrative Communication 120
  Written Communication 120
  Oral Communication 121
Designing an Administrative Communication System 121
  Step 1: Determine Organizational Objectives 121
  Step 2: Determine Needs 121
  Step 3: Establish Organization-Wide Policies 122
  Step 4: Evaluate Equipment 122
  Step 5: Provide Cost Analysis 122
  Step 6: Design the System 122
  Step 7: Purchase or Lease the System 123
  Step 8: Implement the System 123
  Step 9: Evaluate the System 123

Summary 123
Student Activities 124
  Active Orientation 124
  Independent Problems 124

11 Information Processing Technology 125

Introduction 126
The Development of Business Computer Systems 126
  First Generation Business Computers 126
  Second Generation Business Computers 127
  Third Generation Business Computers 127
  Minicomputers for Business 128
  Microcomputers for Business 129
Word Processing: 1964 to the Present 131
  Electronic Typewriters 131
  Word Processors 132
How Today's Information Processors Work 133
  The Information Processing Cycle 136
  Computer Software 136
Computer Networks 139
Summary 140
Student Activities 141
  Active Orientation 141
  Independent Problems 141
References 141

12 The Information Center 143

Introduction 144
Information Management 144
  Data Processing and MIS 144
What Is the Information Center? 145
Information Center Structure and Personnel 146
  Structure 146
  Personnel 147
Strategies for Developing an Information Center 150
  Step 1: Define the Scope of the Project 150
  Step 2: Acquire Commitment from Top Management 150
  Step 3: Articulate Objectives with DP/MIS 151
  Step 4: Staff the Center 151
  Step 5: Develop the Implementation Plan 151
Information Center Evaluation Program 151

Implications for the Administrative Manager 153
Summary 155
Student Activities 156
  Active Orientation 156
  Independent Problems 156
References 156

13 Evaluating and Acquiring an Administrative Information System 159

Introduction 160
Where to Start 160
  Selecting Team Members 160
The Evaluation and Acquisition Process 161
  Step 1: Determine Organizational Objectives 162
  Step 2: Analyze the Present Method of Operation 162
  Step 3: Match Software 162
  Step 4: Select Hardware 163
  Step 5: Develop Bid Specifications 163
  Step 6: Hold a Bidders' Conference 163
  Step 7: Evaluate Bids 164
  Step 8: Hold a User Evaluation Session 164
  Step 9: Hold a Team and User Evaluation Meeting 164
  Step 10: Make Recommendations to Senior Management 166
Implications for the Administrative Manager 166
Summary 166
Student Activities 167
  Active Orientation 167
  Independent Problems 167

14 The Office of the Future 169

Introduction 170
The Productivity Challenge 170
  Productivity Measurement 170
The Technology Challenge 171
  Technology Integration 172
  Barriers to Integration 172
The Human Resources Challenge 174
  Dealing with Change 174
Where Will the New Workers Come From? 175
Implications for the Administrative Manager 176

Summary 176
Student Activities 177
  Active Orientation 177
  Independent Problems 178
References 178

PART 4 HUMAN RESOURCES MANAGEMENT 179

15 Acquiring Office Employees 181

Introduction 182
Where to Look 182
  Internal Referrals 182
  Temporary Help Agencies 183
  Educational Institutions 184
  Public Employment Services 184
  Private Employment Agencies 184
  Advertisements 184
Personnel Acquisition Procedures 185
  The Application Process 185
  The Interview Process 185
Employment Legislation 187
Employee Orientation 187
  Materials 188
  Notifying Other Workers 188
  The "Buddy System" 188
Summary 189
Student Activities 189
  Active Orientation 189
  Independent Problems 189

16 Supervision and Motivation of Office Employees 191

Introduction 192
Leadership 193
Supervising Employees 194
  Functions of Supervision 194
  Human Factors That Affect Leadership 195
Motivating Employees 197
  Group Behavior 198
  Individual Behavior 201
Summary 201

Student Activities 202
  Active Orientation 202
  Independent Problems 202
References 202

17 Administrative Job Analysis 205

Introduction 206
Job Descriptions 206
  Writing the Job Description 207
Job Specifications 207
Job Evaluations 208
  Advantages of Job Evaluations 208
  Disadvantages of Job Evaluations 208
Job Evaluation Methods 208
  The Rank Order Method 209
  The Guideline Method 209
  The Point Method 210
Making Job Evaluation Work for You 211
Work Standards and Today's Business Office 211
Conducting a Work Measurement Program 211
  Setting the Stage 212
  The Scope of the Study 212
Summary 214
Student Activities 215
  Active Orientation 215
  Independent Problems 215
References 215

18 Administrative Productivity 217

Introduction 218
Can Administrative Productivity Be Measured? 218
  Step 1: Create Awareness 218
  Step 2: Measure Productivity 219
  Step 3: Evaluate Productivity 220
  Step 4: Plan Productivity 221
  Step 5: Improve Productivity 223
  Step 6: Establish Control Reporting 226
Summary 226
Student Activities 227
  Active Orientation 227
  Independent Problems 227
References 228

19 Compensation Administration 229

Introduction 230
Objectives of a Compensation Program 230
Components of a Compensation Program 230
Administering Compensation Programs 230
  Gathering Job Data 231
  Structuring Salaries 232
  Structuring Benefits 233
Communicating the Compensation Program 234
Summary 235
Student Activities 235
  Active Orientation 235
  Independent Problems 235

20 Administrative Labor Relations 237

Introduction 238
Major Labor Legislation 238
  Norris–LaGuardia Act of 1932 239
  Wagner Act of 1935 239
  Social Security Act of 1935 239
  Fair Labor Standards Act of 1938 240
  Taft–Hartley Act of 1947 240
  Landrum–Griffin Act of 1959 240
  Equal Pay Act of 1963 241
  Civil Rights Act of 1964 241
  Age Discrimination in Employment Act of 1967 241
  Equal Employment Act of 1972 241
Recognizing Unions 242
Union Hierarchy 242
The Labor Contract 243
Grievance Procedures 243
  Resolving the Grievance 244
Implications for the Administrative Manager 245
Summary 245
Student Activities 246
  Active Orientation 246
  Independent Problems 247
References 247

21 Training and Development of Administrative Personnel 249

Introduction 250
Types of Office Training 250
  Entry Training 250

此为试读，需要完整PDF请访问：www.ertongbook.com