

ADMINISTRATIVE MANAGEMENT

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Preface

Today, we view the office as both the *information function* and the *information center*—a place where information-related operations occur. As we anticipate a national information infrastructure—the so-called "information superhighway"—we see that changes in information technology are accelerating rapidly. Along with these changes, many office employees must meet the challenge of working in a newly competitive global environment. This means that students preparing for business careers, as well as workers on the job seeking positions in management, need to be on the "cutting edge" of technology and human relations to maximize the use of information tools and procedures in their work.

OUR AUDIENCE

We have designed our textbook mainly to service two groups: (1) students using the book in their administrative office management courses and (2) managers and supervisors using it as a handbook in the daily management of their offices. Both of these groups will find a thorough discussion of the theory and current practice of administrative office systems.

THE BOOK AT A GLANCE

In the Eleventh Edition, we have followed the logical organization plan of its predecessor, but with substantial updating and strengthening of content. In doing so, we continue to emphasize the overriding importance of *human resources*. It is *people* who make decisions and who plan, organize, direct, and control the administrative process. In other words, *it is people who manage*. Further, since all employees have some decision-making responsibilities, *all employees manage*, to some degree, even if it is only their individual work assignments.

Here is a brief highlight of each part of the textbook:

Part 1

In this opening part, we introduce students to the fundamentals of effective management. These fundamentals include the basic principles of management, problem solving, systems thinking, and communications needed to administer the office function.

Part 2

This part stresses *people* and their role in using the tools of information technology required in the battle to increase productivity.

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Part 3

In this part, we highlight the main concepts needed to understand the services used by successful office administrators—computers, text/word processing, telecommunications, records management, microimage and reprographic systems, and the ergonomic environment required for the new networking technology.

Part 4

This final part provides a "control" setting that explains how office managers evaluate the productivity of their office systems and the "bottom-line" importance of living within their budgets.

Throughout this new edition, we continue to emphasize systems. This emphasis aids students in understanding the interaction of the main elements in the process of administrative office management. Also, the systems "way of thinking" helps students apply the concepts involved in discussing the questions posed and in solving the case problems presented at the end of each chapter. Thus, we provide a strong management-based background so that students may assume responsibilities later as members of the management team.

WHAT ARE THE NEW FEATURES?

To update and further strengthen our coverage of the office management field, we provide these new features in the Eleventh Edition:

- The effects of downsizing and re-engineering in the flattening of traditional organization structures, with the emergence of new features such as broadbanding, matrix organizations, and self-managed work teams.
- An expanded coverage of career opportunities in offices of all sizes and the steps taken by organizations to work with employees in planning their career goals.
- A discussion of critical human relations issues, such as meeting the needs of a diverse workforce: employee empowerment as a tool for increasing employee participation; providing workers with requisite skills by means of training techniques such as multimedia and virtual reality; evaluating new aspects of salary compensation programs, including broadbanding and skill-based pay systems; providing cost-effective health care and flexible benefits programs; and formulating contingency plans in the event of violence in the workplace.
- A description of the workplace of the future, paying particular attention to the use of computeraided design in laying out offices and the effects of a firm's restructuring upon its ergonomic environment.
- The latest developments in *information technology*, including (a) word processing and text management; (b) information distribution, encompassing telecommunication and mailing systems; (c) microimage systems; and (d) the integration of automated services.
- The role played by *total quality management* in improving office productivity as we examine continuous improvement, benchmarking, downsizing, work teams, and outsourcing.

WHAT "OLD" FEATURES ARE RETAINED?

Resisting the temptation to change solely for the sake of change, we have kept many features of the prior edition, such as the following, which have proven to be well received:

- The personal, informal writing style that effectively communicates with readers.
- Retention of general management principles, augmented by the contributions of practitioners such as Drucker, Deming, and Juran.
- Profiles of managers who describe their jobs, explain their methods of solving human and technical problems in the office, and provide personal information about their education and work experience. Termed Dialog from the Workplace, these profiles give students practical information from managers and supervisors presently on the "firing line."

END-OF-CHAPTER ACTIVITIES

At the end of each chapter, you will find the following activities:

- For Your Review: These questions, arranged in the same sequence as the textual material, are answered specifically in the chapter.
- For Your Discussion: Designed to stretch the reader's thinking, these questions interrelate the chapter content to the reader's philosophy, value system, and work experience.
- Cases for Critical Thinking: The three case problems are designed to improve the readers' problem-solving skills by requiring them to think critically about the problems and develop workable solutions.
 Many of the problems were drawn from the authors' on-the-job experiences, while others are adaptations of problems facing other managers in the office.
- Computer Option: The third case in each chapter is a Computer Option which emphasizes problem solving with the aid of a computer. The Computer Option is new in the Eleventh Edition. Instructions for using the Computer Option activities are given on the template diskette available from the publisher.

SUPPORT MATERIALS

The following supplementary items are available:

- Practical Experience Assignments. The activities in this workbook enable students to participate more directly in their study of office management by offering a variety of projects that simulate onthe-job office experiences. In addition, the workbook provides supplementary readings, self-test review questions, and a new item, Computer Hands-On. Instructions for using the Computer Hands-On projects are found on the template diskette available from the publisher.
- Template diskette. The diskette, available from the publisher, contains instructions for the text-book Computer Option problems and the workbook Computer Hands-On projects. These problems and projects provide applications in word processing, spreadsheet, and database management.

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The Eleventh Edition of *Administrative Office Management* represents our combined teaching, research, and consulting experience. This experience has been strengthened materially by the valuable contributions of the following persons:

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In addition, office managers, students, colleagues, including users of earlier editions of the textbook, and a highly competent editorial staff have contributed many useful suggestions. Good luck in your study of administrative office management and much success as you start (or continue) your work in the office!

B. L. K. N. F. K.

B. LEWIS KEELING

August 1, 1926-August 15, 1994

In memory of a great leader—teacher, editor, author, father, and friend. A man of patience, love, courage, and understanding—a true visionary with the highest of ideals. He will be missed by all.

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DEVELOPING BASIC CONCEPTS IN ADMINISTRATIVE OFFICE MANAGEMENT

- 1 Managing Offices in Our Global Economy
 - 2 Applying Basic Management Principles
 - Developing Problem-Solving Skills
 - 4 Administering Office Systems
 - 5 Communicating in the Office



MANAGING OFFICES IN OUR GLOBAL ECONOMY

GOALS FOR THIS CHAPTER

After completing this chapter, you should be able to:

- Define the functions of management and indicate the managerial levels at which these functions may be carried out.
- 2. Describe some typical office activities performed in each of the functional areas of administrative office management.
- Show how the information-handling responsibilities of the administrative office manager may vary according to the size of the organization.
- 4. Identify the skills needed by administrative office managers.
- 5. Compare the career opportunities for office managers in small and large companies.
- 6. Describe the goals of the International Office Management Association and the Certified Administrative Manager program sponsored by the Academy of Administrative Management.
- 7. Identify briefly the major contributions of each of the schools of management thought.

Standing at the edge of the twenty-first century, we see that the Information Revolution is in full bloom as the powers of computer networks and communications systems are merged. Yesterday it was the Industrial Revolution that divided jobs into their component parts and created rigid, hierarchical organizations that tightly controlled workers. Today, many organizations are giving way to looser, more decentralized arrangements that provide workers with greater autonomy and responsibility. In these firms, the flow of information is no longer local or national, but global. In our offices, we network via the computer with our associates, suppliers, and customers in far-flung locations both at home and abroad. It is as if geographic boundaries have evaporated when we send and receive information among offices around the globe. With this Information Revolution have come new opportunities for employment in firms striving to gain the competitive edge. So, let's examine the career opportunities in one of the most essential and satisfying professions in business-administrative office management.

ADMINISTRATIVE OFFICE MANAGEMENT DEFINED

Before commencing an in-depth study of this subject, we shall take a look at each of the words in the name *Administrative Office Management* in order to learn more about the complex nature of this field.

Administrative is related to the word administration, which describes the performance of, or carrying out of, assigned duties. Administration is also used to refer to a group of persons who execute these duties, such as the governing board of your school or the top-level executives of a corporation. We shall soon see that administration is essential in every aspect of business operations.

Office is a term used by many to refer to the place where information is processed, such as a credit office, a lawyer's office, or an office in the home. Others may use the word office when referring to the people working in that location. For example, we may hear, "The employment office left work Monday at 3:30." Today, we commonly look upon the office as a function, where interdependent systems of technology, procedures, and people are at work to manage one of the firm's most vital resources—information. In these workplaces, the focus is not on "high-tech" machines and equipment but on systems within which information is produced at the lowest possible cost.

Management is the art or skill used by those who blend together the six M's—Manpower, Materials, Money, Methods, Machines, and Morale—in order to set and achieve the goals of the organization. The word management is also commonly used to refer to a group of persons, such as top management, who collectively direct or manage the organization. In the process of blending the six M's, those in charge of the organization are greatly involved with directing people of diverse cultures and coordinating the use of economic resources.

Before putting all three of these words together and learning about this exciting field of administrative office management, let's examine the duties or functions of management in general.

THE FUNCTIONS OF MANAGEMENT

Any form of group endeavor (an **organization**), whether it is a social club, a governmental unit, an educational institution, or a business firm, requires leadership and direction at various levels in order to realize its goals. To achieve its goals as an organization, a firm must be well managed. Thus, the functions of **management** involve the planning, organizing, and controlling of all resources and the leading or directing of people to attain the goals of a productive, unified organization.

The functions of management are performed by persons called **managers** at several levels in

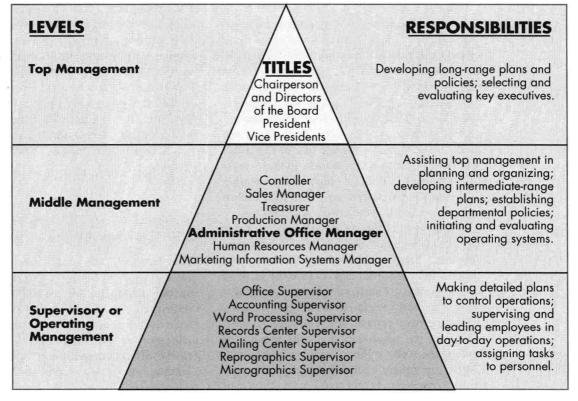
any organization, from the president to a supervisor. The titles held by managers vary considerably depending on the nature of the work assigned, the responsibilities delegated to the position, and the type and size of organization. Traditionally, the managerial levels have been divided as shown in Figure 1–1. However, as we shall see later, many business firms have reduced the number of their managerial levels, which, in turn, provides a "flatter" organization structure.

THE FUNCTIONS OF ADMINISTRATIVE OFFICE MANAGEMENT

What has been said about management in general also applies to those responsible for managing the office and for making decisions that concern the day-to-day operations of the office. (Such decisions are often called **operational decisions** or *administrative decisions*.) **Administrative office management** is the process of planning, organizing, and controlling all the *information-related activities* and of leading or directing people to attain the objectives of the organization.

Traditionally, the administrative office management functions were limited to basic clerical services and to office personnel. However, with the passage of time came an accompanying increase in government regulations, a larger and more culturally diverse workforce, a global economy, and the development of new information technologies. All of these factors brought about the Information Revolution-an increased demand for more information in order to make intelligent decisions at greatly accelerated rates. Management began to place more reliance upon office personnel and well-designed work systems as the new technology created greater information-processing power. The "one-department office" concept gradually gave way to a broader, company-wide information management concept in which the administrative office manager became responsible for an expanded area of work in the information age.

Figure 1–1 Traditional Managerial Levels, Titles, and Responsibilities



THE ADMINISTRATIVE OFFICE MANAGER

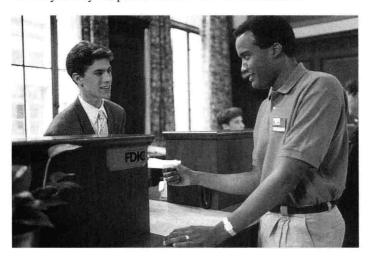
The person who heads up the company-wide information management function may have one of several titles, such as administrative office manager; office manager; manager, administrative services; information manager; manager, information services; manager of office services; or administrative manager. Throughout this textbook, the person responsible for planning, organizing, and controlling the information-processing activities and for leading people in attaining the organization's objectives is called the administrative office manager or office manager. Because of the high frequency with which these two titles are used, they will often be abbreviated-AOM or OM-much like the common usage of CEO for chief executive officer.

Responsibilities of the AOM

The scope and responsibilities of the AOM are identified in this section, and each of the managerial functions is analyzed as it applies to office activities. The logical sequence of these functions and their related activities is outlined in Figure 1–2.

Although similarities exist in the job content of OMs, no two have exactly the same job responsibilities. In a small firm, often the OM is an accountant who has been assigned the added supervision of correspondence, mailing, filing, and other general administrative services. In another firm, the OM assumes the additional responsibility of human resources manager or credit manager with miscellaneous supervisory activities. In still another company, the OM is an office services executive who supervises support services,

Illustration 1-1 Large banks rely on the AOM to keep business running smoothly so they can provide efficient service to customers.



which meet the needs of users in all office divisions. Such support services include mailing, records management, word processing, messenger service, communications, copying, office security, and maintenance.

The differences in responsibilities assigned to AOMs are due to several factors, the most important of which is the size of the organization. Many large banks, for example, employ several thousand office workers, and major insurance companies employ 10,000 or more. Naturally, an AOM is needed to direct the volume of services in such organizations where the collection and production of information are the main responsibilities of the office staff. The job description in Figure 1-3 lists the typical responsibilities that may be assigned to a manager of administrative services in large and medium-size organizations. In small organizations, factory workers may be the primary source of business activity; hence, the office force is not so great in number. In such firms, the office service activities may be supervised directly by an accountant, the controller, the treasurer, the credit manager, or the human resources manager (formerly called the personnel manager).

In this section, we shall briefly examine three very challenging areas in which AOMs have great responsibilities: the information cycle, the management information system, and office automation. Each of these areas of responsibility will be discussed in more detail in later chapters.

The Information Cycle

AOMs have a company-wide responsibility for managing the information cycle—the collecting, processing, storing, retrieving, and distributing of information for internal and external use. Each of these sequential phases of the information cycle is shown in Figure 1-4. Administrative office management is looked upon as a process of converting information into action. Organizations view information as a critical economic resource—an asset that is as valuable as any physical property owned, such as a building or office equipment. AOMs are aware that the competitive positions of their companies depend on their abilities to produce timely and reliable information and to use that information productively. Like all other resources, information must be managed.

At all levels of management, there is a growing interest in improving the quality of decision making. To do so, AOMs must make decisions based on relevant, accurate, and timely information. To provide information that meets these qualifications, management information systems have been developed.

Management Information Systems

A management information system (MIS) is an organizational process that supplies timely information to managers for use in drawing conclusions, making predictions, recommending courses of action, and in some cases, making decisions in order to take action. Thus, an MIS is directly tied into the productivity of any business enterprise.

At the heart of an MIS is the computer, which performs many of the functions that make up the information cycle. For example, the computer is used for collecting, processing, and storing business information, and, when the need arises, the computer retrieves information to assist in decision making. The computer also aids managers in making plans for the future by analyzing the con-