UG S1 01
(SEC)

FOUR YEAR BACHELOR'S DEGREE COURSE

(CBCS in Accordance with NEP 2020)

SEMESTER - I

OFFICE MANAGEMENT

Maniram Dewan School of Management
KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY

Subject Experts

Prof. H C Gautam, Retd. Professor, Department of Commerce,Gauhati University
Dr. Mukulesh Baruah, Former Director and ONGC Chair Professor, AIM
Dr Banajit Changkakati, Department of Business Administration, Gauhati university

Course Co-ordinator : Dr. Chayanika Senapati, Asst. Prof., KKHSOU

SLM Preparation Team

Units	Authors
1,3,4,5	Dr. Smritishikha Choudhury,KKHSOU
2	Dr. Devajit Goswami, KKHSOU
6 &7	Ms. Anisha Mahanta, KKHSOU
8,9,10	Dr. Chayanika Senapati, KKHSOU
11	Dr. Sumadhur Roy, Gauhati Commerce College

Editorial Team

Content	:	
1,3,6,7,9		Prof. Nripendra Narayan Sarma, KKHSOU
2,5,4		Dr. Chayanika Senapati, KKHSOU
8,10 & 11		Dr. Smritishikha Choudhury,KKHSOU
Language	:	Robin Goswami, Retd. Professor, Cotton College

Structure, Format & Graphics: Dr. Chayanika Senapati, KKHSOU
Dr. Smritishikha Choudhury,KKHSOU

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Headquarters: Patgaon, Rani Gate, Guwahati - 781 017
City Campus: NH 37, Resham Nagar, Khanapara, Guwahati - 781 006; www.kkhsou.in

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Uses and abuses of Labour saving appliances and Various types of commonly used appliances

COURSE INTRODUCTION

This course **"Office Management"** of degree 1st semester will focus on the different aspects of office. The course is meant to create interest in learners to focus on working environment of an office. This course presents specific reasons for growing importance of Office Management. This course will help the learner in enhancing their knowledge in this field.

This course consists of eleven units:

The first unit explains basic concept of office management, its meaning and importance of office, nature and functions of Office, Functions-basic and auxiliary, Position and role of an office manager.

The second unit is about office administration, objectives of administrative office management, functions of administrative office manager, scientific office management.

The third unit describes the layout and location of an office, office building, office layout-nature, principles, types, Open and private offices.

The fourth unit explains about office environment, lighting, ventilation, safety from physical hazards, sanitary requirements, cleanliness, security and temperature and interior decoration.

The fifth unit explains about the office service. The Centralization versus decentralization of office services, departmentation of office, departments of a modern office.

The sixth unit explains about workflow in office organisation, the Workflow in Office, Concept of work-flow and flow charts, Difficulties in work flow.

The seventh unit describes about Office Organization, office Organization Principles, Types - line, line and staff and services Organization, Office charts and manuals.

The eighth unit is about office communication, basic principles, internal communication and external communication, Handling Inward and Outward communication; mail Organization of the mailing section, Arrangements with post offices, Inward Mail routine, Dealing with correspondence, Outward mail routine, Mechanizing mail service.

The ninth unit introduces us to Concept and Meaning of Filing, Objectives and Importance of Filing, Classification and Arrangement of Papers for Filing, Methods of Filing, Centralized and Decentralized Filing System, Indexing

The tenth unit gives us a broad idea on the concepts of Concept and meaning of office stationery, Types of office stationery, Control of office stationary and supplies, Standardization of Office supplies, Purchasing Office Stationaries and Supplies, storage and Office Manager and Stationary control

The eleventh unit gives us an idea on the Uses and abuses of Labour saving appliances and Various types of commonly used appliances

While going through this course, you may also notice some text boxes, which have been included to help you know some of the difficult terms and concepts. You will also read about some relevant ideas and concepts in “LET US KNOW” along with the text. We have kept “CHECK YOUR PROGRESS” questions in each unit. These have been designed to self-check your progress of study. The hints for the answers to these questions are given at the end of the unit. We strongly advise that you answer the questions immediately after you finish reading the section in which these questions occur. We have also included a few books in the “FURTHER READINGS” which will be helpful for your further consultation. The books referred to in the preparation of the units have been added at the end.

BLOCK INTRODUCTION:

The course ‘Office Management” has one block, which is divided into 11 units and is primarily a learner oriented Self learning material, as it satisfies the requirements of the learners in the field of office management.

The block consists of the following units:

UNIT 1: Introduction to Office Management

UNIT 2: Office Administration

UNIT 3: Office Layout

UNIT 4: Office Environment

UNIT 5: Office services

UNIT 6: Workflow in Office

UNIT 7: Office Organization

UNIT 8: Office Communication

UNIT 9: Filing and Indexing

UNIT 10: Office Stationery

UNIT 11: Office Automation

UNIT1 : INTRODUCTION TO OFFICE MANAGEMENT

UNIT STRUCTURE

1.1 Learning Objectives

1.2 Introduction

1.3 Meaning and Objectives of Office

1.4 Functions of Office

1.4.1 Basic Functions

1.4.2 Administrative Management Functions of an Office

1.5 Relationship of Office with Other Departments

1.6 Position and Role of an Office Manager

1.7 Let Us Sum Up

1.8 Further Reading

1.9 Answers to Check Your Progress

1.10 Model Questions

1.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- describe the importance of office
- explain the nature and functions of office
- discuss about the relationship of office with other departments
- describe the functions of office
- analyse the role of an office manager.

1.2 INTRODUCTION

In this unit we will discuss about office, its functions and different activities performed in the office. Office is a physical set up usually a building or portion of a building, where a company conducts its business. An organization can have just one office, known as its home office, or a main office and a variety of field offices or branch offices depending on the size of the business. All of these offices are involved in some way in the functioning of an organization. In an office, records of various activities are

kept. Basically office management is the administrative management, which involves handling, controlling and maintaining a balanced process of work inside the office of an organization whether big or small. An office is necessary to facilitate the processes of administration. In this unit, we will discuss all these aspects in detail.

1.3 MEANING AND OBJECTIVES OF OFFICE

An efficient and effective organisation must possess all the information it needs to enable it to come to a variety of decisions. To retain information, to analyse it and furnish it for the management, are the basic functions of a modern office. According to J.C. Denyer, an office is a place where clerical operations are carried out. In other words, office means a place where the clerical work is done. But today the word office is used in broader sense; it refers to various functions performed by a certain group of persons. An office is generally considered as a room/ a physical set up or other area where administrative work is done, but may also denote a position within an organization with specific duties attached to it. Depending on the size of the business it may be either small office or big office including massive buildings dedicated entirely to one non commercial organization or a business organization. In modern terms an office usually refers to the location where white-collar workers (non manual labour) are employed.

The office manager is the coordinator of the work system. An office manager is responsible for planning, organizing, and controlling the clerical aspect of the organization, including the preparation, communication, coordination and storage of data to support production and other important operations of an industrial establishment. Often they also engage in marketing. Also, their tasks are to monitor the work processes and to evaluate the outcome. The outcomes of work are intended for what can be called the final receiving system or entity, as for instance, client, customer, and other departments. The basic functions of an office can be said to be receiving, recording, arranging and the giving of information.

Importance of Office : An office is an important and indispensable part of every organisation, whether it is small or big. The importance of the

office to a business enterprise arises from the fact that a modern business cannot be managed efficiently without clerical assistance in some form or other. The office coordinates all the activities of the business. Without an organized and efficient office, business activities cannot be carried out systematically. The office serves modern business in following way:

- Works as an information centre : Office collects information from all sources, records it, arranges and analyses it and provides it to the management when required.
- Works as an intermediary between management and the customers : An office links the business organisation with its suppliers, customers, the government and the general public.
  - Works as a coordinator to handle different activities of the business.
  - Works as a service centre.
  - Works as an administrative centre, and
  - Works as a control centre.

Main Objectives of an Office : Office works include verbal transaction of information, production of written records and reports in order to provide the large amount of data to supply a factual basis of managerial control in a specific organisation. Office work is generally concerned with making, preserving and using records of different activities carried out in an office. These records are generally related to purchasing, producing, selling, accounting and correspondence, inventories and written or printed memorandums of all kinds. The type of office records varies depending on the type of business. These records may be required in an organisation for an efficient and effective control of its operations. Therefore the key objectives of an office are :

- To plan the activities of office and ensure their execution : Generally the office manager plans different activities of the various departments and accordingly it is implemented with the help of other employees.
- To co-ordinate the activities of the various departments : Co-ordination is the act of organizing, making different people or things work together to achieve desired goals in an organization. It is essential in an office to co ordinate various activities of different departments.

- To preserve all the records of the business : An office needs to keep large amount of data in its data base. So it should have a proper record keeping system. It also needs to maintain books of accounts, registers, books of references, statutory and non statutory registers, etc. for carrying out different activities.

1.4 FUNCTIONS OF OFFICE

The functions of a modern office may be classified into two categories, which are discussed as follows:

i) Basic functions (or routine functions) and

ii) Administrative Management functions

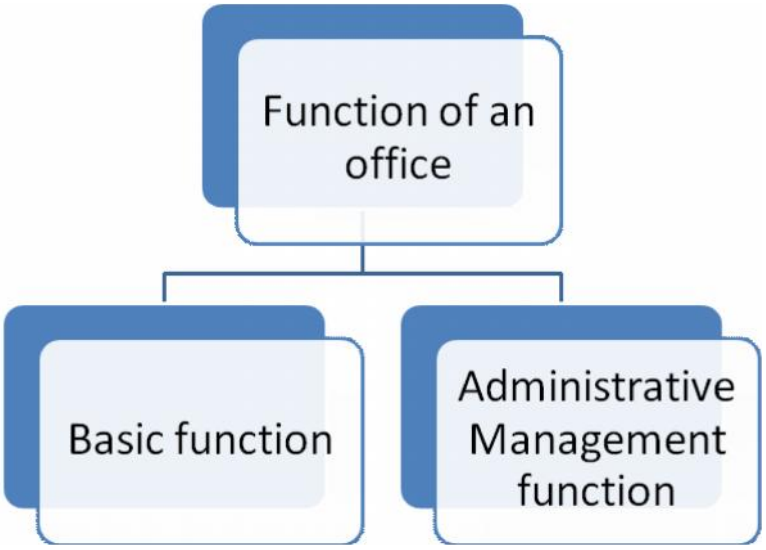


Fig. 1.1

1.4.1 Basic Functions

The basic functions of an office are collecting, processing, storing and distributing information from one section to another. These functions are discussed as follows :

- **Receiving Information :** Information relating to office may be obtained from internal or external sources. Information can be received from internal sources like section departments, external sources like government departments, suppliers, other

companies, clients etc. Information is received through letters, orders, invoices, telephone calls etc. from both internal and external sources.

- **Recording Information :** The object of keeping records is to make information readily available to the management, whenever required. Records have to be maintained properly for all information obtained from internal and external sources.
- **Arranging Information :** Information so gathered from various sources has to be supplied in the prescribed format like invoice, payroll, accounting statements, statistical statements etc.
- **Giving information :** From the records maintained in the office, the required information in the form of instruction, orders, statistical and financial statements etc. are given to the management by the office manager.

1.4.2 Administrative Management Functions of an Office

The administrative functions of an office help in smooth functioning of the primary tasks. An office is responsible for safeguarding of all assets and documents of the organisation, an office is supposed to execute careful purchasing and proper storage of machines, equipment, furniture, stationeries and supplies. Office keeps management informed about the changing public opinion and communicates properly the policies and aims of the organisation.

Following are the some of the administrative functions of an office :

- **Management functions :** It includes planning, organisnig, directing and controlling of the office work.
- **Public relation functions :** An office need to maintain good public relation to enhance the reputation and goodwill of the organization.
- **Instituting office system and routines :** Office routines, systems and procedure etc. should be developed to ensure a

smooth flow of office work.

- **Retention of records :** Office records like, correspondence, letters, invoices, orders etc. should preserve and retain for future reference.
- **Safeguarding assets :** It is the function of an office to safeguard the assets (furniture, office goods and equipment etc.) of the organization.
- **Selection and purchase of office appliances :** An office manager should purchase the right type of machines, equipment or furniture etc. for proper functioning of the office.

As the office needs to perform the diversity of functions as outlined above, the office manager is expected to have proper problem solving and decision making abilities, integrity, assertiveness, flexibility, accuracy and the ability to cope with pressure. We shall discuss some of the important functions of office manager in a later part of this Unit.



CHECK YOUR PROGRESS

Q 1 : What is an office?

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Q 2 : State any two objectives of an office.

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Q 3 : State the functions of an office.

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1.5 RELATIONSHIP OF OFFICE WITH OTHER DEPARTMENTS

According to Knootz and O' Donnel "Departmentation is a process of dividing the large functional organisation into smaller and flexible administrative units." Thus departmentation is an integral part of the overall process of organizing. Departmentation can be done based on its function, its product or services, by territory, by processes performed or by its customers. In an office we are mainly concerned with departmentation that is done on the basis of functions rather than on the basis of territory or customers. We may have a branch office for the North East India (Territory) or a sales office (for customers). But even within those offices also there will be official functions like book keeping, accounting, purchasing etc. An office comprises of many departments and smooth functioning of every department is essential to smoothly run an office. An office collects different information from different departments, and then processes the information and provides this information to other departments. The number of departments and employees in each department varies depending on the size of the business. Major departments in an office (Marketing, Production, Personnel and Finance) are shown in the following diagram.



Fig. 1.2 : Major Departments in an office

1.6 POSITION AND ROLE OF AN OFFICE MANAGER

Role of Office Manager : Office managers are the people who help in smooth functioning of the office by providing support for the revenue generating groups in the office. An office manager is responsible for getting the work done in the office and has to ensure that procedures and policies formulated by management are complied with. An office manager is one who has the administrative responsibilities of office management. He/ she looks after the office systems and routines and should have a thorough knowledge of all office systems and routines. Office manager advises the other departments regarding various works to perform in all the departments so that the office can run properly.

Qualities of a Good Office Manager : Following are the basic qualities a good office manager :

- The office manager should have good leadership quality. He/she should possess an analytical mind to take care of different situations arising in the office.
- The office manager should possess personal qualities like, self control, enthusiasm, sincerity and adaptability etc.

Functions of Office Manager : The office manager is required to plan, organize, direct, control and coordinate various departments. All these activities, the office manager operates from his office. The office manager has to take care of office automation, office systems and procedures, office equipment, supplies etc. The functions are wide ranging, and can be highly technical in nature. The functions of an office manager can be grouped into different categories and briefly described each below.

- **Administrative Services :** This can include managing the reception function; planning meetings and conferences; managing accomodation and travel for official guests; managing mail processing; coordinating office parties; and administering business continuity programs such as business insurance, liability insurance, disaster preparedness etc.
- **Facilities, Equipment and Supplies :** The office manager is responsible for the management matters related with office premises.

This can include office space costing and leasing; office moves and relocation; signage; interior design and décor; furniture; fire safety; security; overseeing cleaning, maintenance, and repair; arranging for office equipment and supplies; and arranging for commercial printing.

- **Information Technology :** Information technology in office includes use of desktop software (word processing, email, spreadsheets, and presentations); use of database systems; administering computer hardware; administering a file server and local area network; data and system security; systems monitoring and reporting etc. Communication systems and records management are becoming more common in office, and duties to be included in the information technology group are phones, voicemail, email system, cell phones, 2-way radios, broadband internet access, and document collaboration systems etc.
- **Human Resources :** Human resource function can include establishing office and personnel policies, procedures, and practices; drafting job descriptions; administering the compensation package (salary, health plans, and benefit plans); recruiting and interviewing; promotion, transfer, termination related matters; outsourcing; administering performance plans and appraisal programs; administering recognition and award programs; administering training and professional development programs etc. based on the requirements of the organisation.
- **Management :** This can include applying principles and functions of management (planning, organizing, leading, and controlling), documenting the management organization and chain of command, and establishing business ethics guidelines. The office manger is required to prepare plans for smoothly carrying out the office activities, formulate budget for running the office and needs to allocate responsibilities as defined. The office manager has to coordinate various activities conducted in the office.

Changes in the office environment have increased the demand for office managers who are competent, professional, adaptable and versatile. Office managers must have a core set of education and abilities. And because they are continually faced with new and diverse challenges, as

well as rapid advances in office technology, it is important for them to keep apprised of the latest knowledge and trends.

Organizations can raise the competency and professionalism of office managers by recruiting and promoting qualified candidates and by providing training, professional development, and continuing education opportunities. This will ensure the office manager to provide the best possible value and help keep the organization thriving, competitive, and profitable.

Assignment of these duties depends on the size of the office and the kind of organization.

- In a small size office, all of these duties might be assigned to a single office manager or they might be divided up among several administrative staff.
- In a medium size office, all of these duties might be assigned to a single office manager who supervises a small administrative team.
- In a large organization with branch offices, there might be several office managers who specialize in a particular area (IT, finance, human resources, etc.), and a single administrator such as a Vice President of Administrative Services at a headquarters location (and each branch office might have a single office manager to oversee administrative services at their location).

The office manager should have good leadership qualities and practical experience in the respective field. As the technology has changed rapidly, changes have also taken place within the office operations, office manager's responsibilities also have changed. The new office environment includes changes in accounting, secretarial and office routines and technological office innovations etc.

Movement of Work : In any organisation, office work is performed by many employees. The flow of work must be ensured in such a way that office work is done with maximum efficiency and minimum cost. Flow of work is connected with the way in which work moves along from one operation to another and it should flow steadily without any interruption. The work should be planned in such a way that there is least possible wastage

of time. Avoidance of delay for unnecessary movement of files is possible if flow charts are carefully designed. In an organization, for procurement of goods, services and works, some official procedures have to be maintained. Those can be depicted in flow charts in a sequential manner. For example, in order to purchase some materials, the stores department will have to send official note regarding the need. Then information will have to be collected about the product, price, suppliers etc. The suppliers will submit their rates etc. after receipt of official notification. Then after an official process work order or purchase notice will be issued, stock will be received, payment will be made to the supplier. Like this, the official procedure will go on. Following is an indicative list outlining the procedural steps.

- Receipt of requisition from stores
- Collection of information
- Calling for quotations
- Follow up with suppliers
- Receipt of materials and invoice
- Preparation of received notes from stores
- Materials checking with samples
- Invoice checking
- Passing the invoice for payment
- To the cash department for preparation of cheque
- Despatch of cheque

We will be discussing this in detail in unit 3.



CHECK YOUR PROGRESS

Q 4: State two functions of an office manager.

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Q 5 : State two qualities of an office manager.

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Managerial Skills Required for an Office Manager : The skills required to accomplish the duties of an office manager can be grouped into three categories :

- Conceptual Skills
- Human Skills
- Technical Skills

While office managers must possess all of these skills, the importance of each area varies depending on the different management level of the position. For example, office managers in small and medium size offices or in some small sections of some large offices need more technical skills to perform their job effectively. Office managers at the middle level of management in an organization rely heavily on their people skills. And for top level managers, such as an executive vice president of administrative services in a large organization, conceptual skills are most important.

Conceptual Skills : Conceptual skills include the ability to analyze problems and come up with solutions and to identify potential problems and prevent them. Identifying and correcting inefficient processes is an example of a conceptual skill. This category also includes the ability to work without close supervision, be detail oriented, demonstrate sound reasoning and judgment, and have the ability to make decisions. And, it includes the ability to see the organization as a whole and understand how a change to one part of the organization could impact the other parts, anticipating the impact of decisions.

Human Skills : Human skills (sometimes referred to as “soft skills”) enable an office manager to work well with others. They include good oral and written communication abilities, the ability to resolve conflicts and build consensus, and the ability to motivate and inspire employees. Equally important are the abilities to read people, work with difficult people, and to be fair and firm. They also include the ability to listen and give others the opportunity to provide input and offer meaningful suggestions. These skills are particularly important for an office manager because they are usually

the liaison between the top management and all kinds of other employees, from professional, technical and managerial staff to clerks and and all other employees.

Technical Skills : Technical skills include the ability to use machines, computer technology, processes etc. They also include specialized knowledge and abilities in numerous areas such as communication systems, records management, finance, human resources, facilities, commercial printing, mail processing, and business insurance etc. The ability to coordinate several activities at once, set priorities, and establish and meet deadlines are other examples of technical skills. This category also includes a sound understanding of law and how to comply with those legal requirements. Technical skills are also particularly important for an office manager because they are usually the only person in the organization responsible for these areas.



1.7 LET US SUM UP

In this unit, we have discussed about office, its functions and different activities performed in the office.

- Office is a physical set up usually a building or portion of a building, where an organization conducts its business or activities.
- Office works includes verbal transaction of information, production of written records and reports in order to provide the large amount of data to supply a factual basis of managerial control in a specific organisation.
- Office work is concerned with making, preserving and using records of different activities related to office.
- Main objective of an office are :
  - To plan the activities and ensure their execution.
  - To co-ordinate the activities of the various departments.
  - To preserve all the records of the business.
- The functions of a modern office may be classified into two categories, which are Basic functions and Administrative Management functions.
- The basic functions of an office are collecting, processing, storing and

distributing information from one section to another.

- The Administrative Management functions of an office help in smooth functioning of the primary tasks.
- Office manager needs to possess different skills for smooth functioning of the office.



1.8 FURTHER READING

1) Balachandran, V. and Chandrasekaran, V. (2009), Office Management, Published by Tata McGraw Hill Education Private Limited.
2) Chopra, R. K. and Chopra, Ankita (2009), Office Management, Published by Himalaya Publishing House.



1.9 ANSWER TO CHECK YOUR PROGRESS

Ans. to Q. No. 1 : An office is a place where administrative work is done, but may also denote a position within an organization with specific duties attached to it.

Ans. to Q. No. 2 : Two objectives of an office are

- To plan the activities of office and ensure their execution and
- To co-ordinate the activities of the various departments.

Ans. to Q. No. 3 : Two functions of an office are

- Basic functions and
- Administrative Management functions.

Ans. to Q. No. 4 : Two functions of an office manager are

- Recruitment of office staff.
- Training of staff

Ans. to Q. No. 5 : Two qualities of an office manager are

- The office manager should have good leadership quality. He/she should possess an analytical mind to take care of different situations arising in the office.
- The office manager should possess personal qualities like, self control, enthusiasm, sincerity and adaptability etc.

1.10 MODEL QUESTIONS

Q 1 : Explain the objectives of an office.

Q 2 : State the basic and administrative functions of an office.

Q 3 : Explain the role of an office manager in an office.

Q 4 : Prepare a flow chart for office work.

Q 5 : What are the skills required for an office manager?

*** **** ***

UNIT - 2 : OFFICE ADMINISTRATION

UNIT STRUCTURE

2.1 Learning Objectives

2.2 Introduction

2.3 Concept of Administration

2.4 Administrative Office and Its Role

2.5 Administrative Functions

2.6 Scientific Management

2.7 Let Us Sum Up

2.8 Further Reading

2.9 Answers to Check Your Progress

2.10 Model Questions

2.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- discuss the concept of administration
- discuss the administrative office and its role
- discuss the administrative functions
- explain the principles of scientific management

2.2 INTRODUCTION

In this unit, we are going to discuss the concept of office administration. Administration plays an important role in every organisation. The growth of the organisation depends on the functions of administration. In this unit we will discuss these functions besides the role of the administration.

2.3 CONCEPT OF ADMINISTRATION

In any organisation, whether it is a business, government, educational institution, club or any other organisation, certain day to day functions are need to be performed. These functions are related to the management of

the organisation. In general, administration refers to a set of rules and regulations, policies etc.

For smooth operation of the administration, an Office is essential. Irrespective of the nature of the organisation, office is the central point of any organisation. The functions of the office may vary depending upon the nature of the organisation. However, in any case, it facilitates decision-making.

2.4 ADMINISTRATIVE OFFICE AND ITS ROLE

Let us consider a business organisation. You are aware that the main objective of a business organisation is to earn profit. All its activities must be directed towards attaining this objective. To attain profitability, the business organisation have to mobilise the resources, both human and physical, provide direction and supervision as well as control these resources. In this connection, the administrators have to perform various types of activities for the smooth running of the organisation. This is essential in terms of ensuring internal efficiency and organisational profitability.

2.5 ADMINISTRATIVE FUNCTIONS

From the above sections, we get a fair idea of what administration is and the role of the administrative office. Now, let us concentrate on the administrative functions. We will continue with our example of a business organisation. It is very clear that there are multiple functions that a business organisation have to perform. Of course, out of these functions, some are of routine nature while some functions need to be performed over a gap of time. Some functions are performed by supervisor, some functions are performed by manager of a section or branch while some one monitor their functions. The multiplicity and peculiarity of functions makes administration of a business organisation a challenging task.

Let us discuss the functions-

PLANNING

Planning is concerned with the determination of objectives to be achieved and the course of action to be followed to achieve them. Before starting any action, one has to decide how and where it has to be performed. Thus planning implies decision-making as to what is to be done, how it is to be done, when it is to be done and by whom it is to be done. It involves selection of objectives, strategies, policies, programme and procedures for achieving them.

Planning function is performed by managers at every level because planning may be either for the entire enterprise or for any section or department thereof.

Approaches to Planning

Managers follow various approaches to planning based on the extent of participation, authority delegation and competency level of managers working at various levels, namely:

Top-down approach: In most family-owned enterprise, authority and responsibility for planning is centralized at the top. The top management defines the mission, lays down strategies, and specifies action plans to achieve the stated goals. The blueprint is then passed on to the people working at lower levels, who have very little to contribute to the process of planning. The success of this approach is wholly dependent on the qualifications, experience and capabilities of people working at the top level.

Bottom-up approach: Thinking and doing aspects in the planning process are two sides of the same coin. So, if lower level managers were drawn into the preparation and implementation of plans, their loyalty and commitment would go up automatically. Participation enables them to give their best to the plan document.

ORGANISING

According to Fayol, "to organize a business is to provide it with everything useful to its functioning- raw materials, tools, capital and personnel". Thus, organizing involves bringing together the manpower and material resources for the achievement of objectives laid down by the enterprise. Organizing involves the following processes:

a. Determining and defining the activities involved in achieving the objectives laid down by the management;
b. Grouping the activities in a logical pattern;
c. Assigning the activities to specific positions and people; and
d. Delegating authority to their positions and people so as to enable them to perform the activities assigned to them.

Organizing function helps in increasing the efficiency of the enterprise. Further, by avoiding repetition and duplication of activities, it reduces the operation cost of the enterprise.

But organizing function can be useful to the enterprise only when there are clear and verifiable objectives, clear understanding of the activities needed to achieve the objectives and clear definition of the authority assigned to the manager at every level.

STAFFING

Every enterprise is very much concerned with the quality of its people, especially its managers. According to Harold Koontz and Cyril O'Donell, "the managerial function of staffing involves manning the organizational structure through proper and effective selection, appraisal and development of personnel to fill the roles designed into structure", thus, the staffing function involves:

a. Proper selection of candidates for proper positions;
b. Proper remuneration;
c. Proper training and development so as to enable them to discharge their organizational functions effectively; and
d. Proper evaluation of personnel.

Staffing function is performed by every manager of the enterprise, as he is actively associated with the recruitment, selection, training and appraisal of his Subordinates. For example, the Board of Directors of the enterprise undertakes the staffing function by selecting and apprising the Chief Executive who, in turn, performs these functions in relation to his sub-ordinates like divisional heads of the enterprise. Similarly, departmental heads or their sub-ordinates also perform the staffing function.

CONTROLLING

Controlling is related to all other management functions. It is concerned with seeing whether the activities have been or being performed in conformity with the plans. According to Haimann, "control is the process of checking to determine whether or not, proper progress is being made towards the objectives and goals and acting if necessary to correct any deviation". Koontz and O'Donell have defined controlling" as the measurement and correction of the performance of activities of subordinates in order to make sure that enterprise objectives and plans devised to attain them are being accomplished". Thus, controlling involves the following sub-functions:

a. Determination of standards for measuring work performance,
b. Measurement of actual performance,
c. Comparing actual performance with standards,
d. Finding variances between the two and reasons for variances,
e. Taking corrective actions to ensure attainment of objectives

For control to be effective and fruitful it must be based on a plan; there must be measurement of actual performance to ascertain deviations and to take action to remedy the deviations.

Accordingly, controls can be of three types:

1. **Feed-forward Control:** Feed-forward control, as the name suggest, is taken before an activity commences so that the anticipated problems are prevented. Thus, it is future directed. For example, a company may hire additional manpower as soon as the company is sanctioned some new project.
2. **Concurrent Control:** Concurrent control takes place when an activity is in progress. Direct supervision of activity is the commonly used form of concurrent control enacted while work is going on.
3. **Feedback Control:** Control implemented after the work is over is called feedback control. The major drawback of this type of control is that by the time the information is available, the damage is already caused.

COORDINATION

Some authorities consider coordination to be a separate function of the manager. It seems more accurate, however, to regard it as the essence of managership, for achieving harmony among individual efforts toward the accomplishment of group goals. Each of the managerial functions is an exercise contributing to coordination. It is the central task of the manager to reconcile differences in approach, timing, effort, or interest and to harmonize individual goals to contribute to organization goals

A modern enterprise consists of a number of departments such as production, purchase, sales, finance, personnel, etc., and there is need for the management to see that all the departments function in such a way that they move harmoniously towards the realization of the stated objectives of the enterprise. This function of management i.e. the harmonious blending of the activities of the different specialists and also of the different departments for the achievement of desired ends, is called desired co-ordination.

Planning and execution in spite of the best efforts by the management cannot be effective if there is no co-ordination of activities of different specialists and also of different departments of the concern.



CHECK YOUR PROGRESS

Q 1: Write true or false for the following sentences

(i) In top- down approach, authority and responsibility for planning is centralized at the top.

(ii) Long range planning is uncommon in stable industries.

(iii) Staffing involves grouping the activities in a logical pattern.

(iv) Feed forward control is taken to prevent the problem.

(v) Co-ordination is the orderly arrangement of group efforts.

2.6 SCIENTIFIC MANAGEMENT

F.W Taylor, Gilberth, Lillian Gilberth, Gantt and others have made tremendous contributions to the concept of scientific management. Of all these persons, Taylor's contribution is the most significant and because of this, he is considered as the father of scientific management.

Taylor, the founder of scientific management movement, states that the object of management should be to secure the maximum prosperity for each employer, coupled with the maximum prosperity of each employee. According to Taylor, scientific management, in its essence, consists of a certain philosophy which results in the combination of four great principles of management, viz., the development of true science, the scientific selection of workers, their scientific selection and development, intimate and friendly co-operation between the management and their workmen. When management of a business unit is based on a systematic study and analysis of various aspects of work involved with a view to find out the best way of doing things, we call it scientific management of business. Broadly speaking, scientific management is the art of knowing exactly what is to be done and the best way of doing it.

Taylor observed that inefficiency prevails in the organization because of three causes, viz., (a) workers feel that any increase in output would lead to unemployment, (b) defective systems of management and because of these, each worker restricts his output in order to safeguard his interests, and (c) inefficient rule of thumb efforts and wasting methods of work.

The elements of scientific management are: (a) determination of the task, (b) planning of industrial operations, (c) proper selection and training of workers, (d) improvement in methods of work, (e) modification of organization, and (f) mental revolution.

Determination of task or workload to each employee is on the basis of method study, routing, motion study, time study, fatigue study and differential piece- wage system. After setting the task to workers, the next step is to plan production, which requires the planning of industrial operations. This involves further considerations, viz., what work shall be

done, how the work shall be done, where the work shall be done and when the work shall be done. Proper selection and training of workers and also their correct placement have to be done by the management. Further, in order to make the workers complete the task as per the conditions set by the management, there is need for improvement in the methods of work. This involves standardization of tools and equipment, speed, conditions of work and materials. Taylor also suggested modification in the organization.

For the success of scientific management, there should be a thorough change in the mental outlook of both the employees and the employer and their mutual hostility and suspicion should give place to co-operation and goodwill.

Process Management (Henry Fayol 1841-1925)

Around 1910, H.Fayol, a French engineer, initiated the administrative theory of management (process management) in Europe. Sheldon, Mooney and Railey, L.F .Urwick and L.Gulick also contributed a lot to the administrative theory of management. This theory is called process (functional) management and advocates of this theory belong to the process school of management.

In 1916, Fayol published his book "General and Industrial Management" in French, of which later and English edition was brought out. Fayol identified management as a separate set of skills or functions performed by a supervisor in an organization. He clearly distinguished the difference between technical and managerial skills an emphasized that supervisor should be efficient in both. He stated that technical ability is more dominant at the lower level of management, whereas managerial ability is more important at the higher level of management.

Fayol, in his famous book, stated fourteen management principles that can capture the entire flavor of the process management theory.

The fourteen principles of management are:

Subordination of individual interests to organisational interests, authority and responsibility, discipline, division of work, remuneration of personnel, centralization, scalar chain, order, equity, initiative, stability of tenure of personnel, unity of command, unity of direction and espirit de corps.

Fayol also stated that all operations in business organizations can be classified under six heads, viz., (a) technical production and manufacturing, (b) commercial (purchases and sales), (c) financial (financing and controlling of capital for its optimum use), (d) security (protection of property and persons), (e) accounting (stock-taking, balance sheet, costing and statistics), and (f) managerial (planning, organizing, communicating, co-coordinating and controlling).



CHECK YOUR PROGRESS

Q 2: Fill in the blanks with appropriate words:

i) Planning, organizing, staffing, directing and controlling are functions of ----------.

ii) ---------- is concerned with policy making while ------is concerned with implementation of policy.

iii) The process of dividing authority and responsibility among executive is called the creation of ---------.

iv) ------ was the founder of scientific management movement.



2.7 LET US SUM UP

In this unit we have discussed the following aspects-

- Administration refers to a set of rules and regulations, policies etc.
- Administrative functions are related to the management of the organisation.
- The different functions of administration are-
  - Planning
  - Organising
  - Staffing
  - Directing
  - Coordinating
  - Controlling

- F. W. Taylor is considered as the father of scientific management.
- The fourteen principles of management are:
- Subordination of individual interests to organisational interests, authority and responsibility, discipline, division of work, remuneration of personnel, centralization, scalar chain, order, equity, initiative, stability of tenure of personnel, unity of command, unity of direction and espirit de corps.



2.8 FURTHER READING

1) Management: Text and Cases, by VSP Rao & V Hari Krishna,Excel Books,New Delhi
2) Essential of Management, by Harold Koontz & Heinz Weihrich, Tata McGraw Hills, New Delhi
3) Practice of Management, by Peter F Drucker, Allied Publications, New Delhi
4) Organizational Behavior, by Stephen P Robbins, Timothy A Judge & Seema Sanghi, Prentice Hall, Delhi



2.9 ANSWERS TO CHECK YOUR PROGRESS

Ans. To Q. No. 1: (i) true (ii) false (iii) false (iv) true (v)true.

Ans. To Q. No. 2: (i) Management (ii) Administration, management, (iii) levels of management, (iv) F.W. Taylor



2.10 MODEL QUESTIONS

Q 1: What is administration?

Q 2: Discuss the scope of administration.

Q 3: What is scientific management? Explain its basic elements.

Q 4: What is the top- down approach to planning?

Q 5: What is coordination?

Q 6: Define controlling.

*** **** ***

UNIT 3 : OFFICE LAYOUT

UNIT STRUCTURE

3.1 Learning Objectives

3.2 Introduction

3.3 Office Layout

- 3.3.1 Importance of Layout
- 3.3.2 Principles of Layout
- 3.3.3 Types of Layout

3.4 Location of Office

- 3.4.1 Choosing an Office Location
- 3.4.2 Office Building

3.5 Let Us Sum Up

3.6 Further Reading

3.7 Answers to Check Your Progress

3.8 Model Questions

3.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- describe office layout
- explain different types of layout
- discuss about location of an office

3.2 INTRODUCTION

In the earlier unit, we have given a brief description of office management. In this unit we are going to discuss about office layout and location. Every office should be properly accommodated, have a good working environment and should be properly equipped to improve efficiency and reducing cost. The place of work and its surroundings are important factors which affect the efficiency of employees to a large extent. An office should be established in such a place where visitors, employees and customers can reach comfortably. Office location and layout plays a vital

role in attracting visitors and customers. To perform the office activity smoothly, the office manager should decide on location of the office, office building, and office layout and office environment. In this unit we will discuss these aspects in details.

3.3 OFFICE LAYOUT

Office layout may be defined as the arrangement of equipment within the available floor space. Office layout deals with design and set up of an office. It takes into account all the accessories and equipment needed in an office. The details of the office work depend on the type of business involved and activities conducted. Features of an office such as people, space, equipment, furniture and the environment, must fit together well for workers to feel healthy and comfortable and to be able to work efficiently and productively.

One could look at how the office is laid out, including where people sit in relation to equipment and furniture. The equipment and furniture should be suitable for the type of work that people are doing in an office. This includes seating, desks, computers, printers and anything else that they might use to do their job. The environment of the office depends on the temperature, ventilation, lighting, decoration etc. All these aspects of an office are considered in relation to the individuals in the office with emphasis on their safety, health, comfort and productivity. This includes arranging where people need to sit for the specified work in the office, according to who they work with , what equipment they need to do their job and what sort of working environment they need. Some people may need a very quiet area to work, for example if they need to concentrate, and could be put in a separate area away from noisy people and equipment. Other people may need to work creatively in teams, and would be better off in a relaxed, open plan area. If the office has shared equipment, such as printers and scanners, they need to be easily accessible to everyone who needs to use them. One also needs to think about the facilities that people will need for storage. People might need their own filing cabinets or shelves. In large or busy

open plan offices, the layout needs to be planned very carefully, as many people with different jobs will be using the area. Also, if space is restricted, the layout becomes important to ensure that the working space should be arranged nicely, and people don't get in each other's way. Access and emergency routes need to be defined and laid out to ensure that people can move around the office easily and quickly if necessary.

3.3.1 Importance of Layout

To work efficiently a worker needs proper working environment. So unless he or she is provided with adequate and suitable physical accommodation and a good working condition, it will not be possible for them to maintain the physical and mental stability necessary for performing their duties efficiently. Before setting out to find the accommodation, manager should check the location, site, building and other physical factors while selecting the layout.

3.3.2 Principles of Layout

The important principles of office layout are as follows :

- The office must be located at some convenient place so that it may serve the entire organization in the best possible manner.
- Work should flow continuously forward, as simply as possible.
- Departments having similar function should be located near one another to reduce travel time.
- Furniture and equipment should be arranged in a straight line, with any angular placement of desks and chairs reserved for supervisory personnel.
- Space allowances should be adequate for work needs and employee comfort.
- Desks should be arranged so that no employee is compelled to face an objectionable light source.
- Units that utilize noisy equipment, such as data processing or telex machines should be located in separate rooms to avoid

disturbing other work groups.

- Work groups that have frequent contact with the public should be located in an easily accessible place.
- Departments in which work is necessarily untidy should be kept away from public view.

3.3.3 Types of Layout

Different types of office layout exist depending on the requirements of the office. There are basically two types of office i.e open office and private office. These two types of layout can be further segmented into three different types based on the recent trends in the office layout, which are discussed as follows:

- **Open office :** An open office refers to a large room where all the departments' employee and equipment are housed under a single roof without partitions.

Advantages of open office :

- Better space utilisation is possible.
- Easy for the supervisor to watch the work.
- There is more economy in arrangement of light.

Disadvantages of open office :

- Work will be affected by visitors and movement of the staff themselves.
- There will be internal noise of conversation by the staff themselves or with the visitors.
- Infection or diseases may spread quickly.

- **Private Office :** Private offices are small rooms occupied by departments. Each department will be placed in each room. Such rooms are allotted by considering the nature of the confidential matter to be dealt in, or for top officials etc.

Advantages of private office :

- There is increase in efficiency on account of absence of noise.
- Confidentiality can be maintained as greater privacy is possible.

- It promotes personal atmosphere.

Disadvantages of private office :

- Lot of space is wasted for partition.
- It is more expensive to build separate offices.
- Cleaning of the office becomes a tedious job.

In respect of the above, we may have some variations in the way the offices are organised. Some of them are indicated below.

a) **Landscaped Office :** A landscaped office is an open office that the arrangement of straight lines of desks. This type of structure is suitable for technical specialist, management information services etc.

b) **Movable Partitions :** This type of structure is used in private offices. Movable partitions of ceiling, partial or counter height made up of metal, wood, glass or plastic materials are used to segregate the office space.

c) **Modular Units :** They occupy less floor space; enhance work efficiency by eliminating unnecessary motions. The most popular type of modular desk is the L-pattern desk unit with a flat surface.



CHECK YOUR PROGRESS

Q 1: What is office layout?

.....

Q 2 : State any two principles of office layout.

.....

Q 3 : What is open office and private office?

.....

3.4 LOCATION OF OFFICE

Once the office is set up it is very difficult to move to other place. So, before starting the office proper location should be selected for the office, as per the requirements of the employees, visitors and customers. The office manager has to consider wide range of factors like, markets, labour supply, local laws, power, taxes, trends in regional and local development, transportation facilities, and better infrastructural facility etc. before choosing a location. The selection of location also depends on the cost factor. The best location is one which gives the maximum advantage at lowest possible cost. While selecting the location, following aspects should be taken into consideration:

- **Convenience to Customers :** The office location should be near to those parties with whom the business concern has almost daily contact.
- **Transportation, Postal and Banking Facilities :** Office should be located at a place where there is good transportation, postal and banking facilities.
- **Availability of Sufficient Space :** The place selected for location office should have sufficient accommodation and future expansion scope.

3.4.1 Choosing an Office Location

Since the main purpose of an office is to facilitate the conduct of the business, its proper location depends primarily upon where it can be of most benefit to the business. The office location can be either in urban place or in suburban place depending on the service they provide. Basically there are five factors which affect the selection of location. They are:

- **Proximity to Related Trade :** It is desirable to have an office near other offices which are engaged in the same line of trade.
- **Proximity to Other Departments :** When all the functions of a business are carried on at one location, the office should be located in the same location, so that it function in a more effective way.

- **Nearness to Service Facilities :** The office should be located near such service facilities as banks, posts and telegraph offices, railway stations, markets, trade or stock exchanges etc.
- **Nearness to Transport Facilities :** The locality in which an office is situated must be adequately served by transport services of all kinds.
- **Availability of Labour :** Large offices where different types of employees are needed should consider this factor.

3.4.2 Office Building

The location of office building is very important and it affects the office environment. If the office building is located at a far place or in a dirty place, it will affect the health of employees adversely. The size of office building should be adequate to run the office. Security system in the building should be proper. When an office building is constructed, it should be planned and designed to fit the exact requirements of the organization. The office building can be either in own house or can be leased or in rented house. Office building should be selected based on the following criteria :

- Safety and records of staff.
- Working condition.
- Adaptability to proposed layout.
- Office fittings.
- Future expansion.



3.5 LET US SUM UP

Office location and layout plays a vital role in attracting customers. In this unit we have discussed the following aspects in details:

- Office layout includes the room, computers, communicating with others by telephone or fax, keeping records and files, furniture, temperature, ventilation, light, environment etc.

- There are basically two types of office layout exist depending on the requirements of the office. i.e open office and private office.
- An open office refers to a large room where all the departments' men and equipment are housed under a single roof without partitions.
- Private offices are small rooms occupied by departments. Each department will be placed in each room.
- The office manager has to consider wide range of factors like, markets, labour supply, local laws, power, taxes, trends in regional and local development, transportation facilities, and better infrastructural facility and cost etc. before choosing a location.



3.6 FURTHER READING

1) Balachandran, V. and Chandrasekaran, V. (2009), Office Management, Published by Tata McGraw Hill Education Private Limited.
2) Chopra, R. K. and Chopra, Ankita (2009), Office Management, Published by Himalaya Publishing House.



3.7 ANSWER TO CHECK YOUR PROGRESS

Ans. to Q. No. 1 : Office layout deals with design and set up of an office. It takes into account all the accessories and equipment needed in an office.

Ans. to Q. No. 2 : Two principles of office layout are as follows:

- Work should flow continuously forward, as nearly as possible in a straight line.
- Departments having similar function should be located near one another to reduce travel time.

Ans. to Q. No. 3 :

- An open office refers to a large room where all the departments' men and equipment are housed under a single roof without partitions.
- Private offices are small rooms occupied by departments. Each department will be placed in each room.

3.8 MODEL QUESTIONS

Q 1 : State the principles of an office layout.

Q 2 : Discuss different types of office layout.

Q 3 : How office location can be selected?

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UNIT 4 : OFFICE ENVIRONMENT

UNIT STRUCTURE

4.1 Learning Objectives

4.2 Introduction

4.3 Office Environment

- 4.3.1 Working Condition
- 4.3.2 Lighting
- 4.3.3 Temperature and Ventilation
- 4.3.4 Noise

4.4 Office Furniture and Equipment

4.5 Let Us Sum Up

4.6 Further Reading

4.7 Answers to Check Your Progress

4.8 Model Questions

4.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- describe the office environment
- analyse the requirements of office furniture and equipment.

4.2 INTRODUCTION

In the earlier unit, we got a fail idea about office management, office administration and office layout. In this unit we are going to discuss about office environment, like working condition, lighting, temperature and ventilation and noise. A the end of the unit we will also discuss about office furniture and equipment.

4.3 OFFICE ENVIRONMENT

The main purpose of an office environment is to support its employees in performing their job at minimum cost and to maximum satisfaction. In an office there are different types of people who perform different tasks and activities; however, it is not always easy to select the

right office spaces and environment. Office environment consists of the entire working environment of the office. Office environment includes various aspects like, working place, working condition, working hours, working equipment, training facilities, incentive payment system etc.

Office environment affects the efficiency of the office personnel. An employee working in the office cannot work efficiently unless provided the right type of working environment.

4.3.1 Working Condition

Working conditions can be defined as the conditions in which an individual or staff works in an office, including such things as amenities, physical environment, stress and noise levels, degree of safety or danger, and the like. If the working condition of the office is suitable, it helps in improvement of the mental and physical fitness of the employee, which ultimately helps in increasing profit for the organisation. To aid decision-making in workplace and office design, one can distinguish three different types of office spaces: work spaces, meeting spaces and support spaces. Work spaces in an office are typically used for conventional office activities such as reading, writing and computer work. Meeting spaces in an office are typically used for interactive processes, like conversations or intensive brainstorms. Support spaces in an office are typically used for secondary activities such as filing documents or taking a break. Provision for spaces as indicated above is very important for smooth functioning of an office.

4.3.2 Lighting

Lighting is one of the most important physical conditions required in the office. Lighting should be adequate for the type of work being performed in the office. Most people like to be able to see daylight as it gives them a feeling about how the day is going outside and natural light is also thought to make people feel better too. Monitors need to be positioned facing away from windows so that there is no

glare or reflection on the screen. Most people also like to be able to control the artificial lighting levels in their work area but individual control is not often possible in large offices. Different amounts of light are needed for paperwork and screen work as screens emit their own light. However the following lighting principles are applicable while selecting the lighting facilities:

- The light must be sufficient for the work but not too strong, otherwise it will be resulted to glare.
- Lighting system should be cost effective.
- The walls should be decorated in light shades in order to gain the maximum light reflection.

4.3.3 Temperature and Ventilation

Temperature and ventilation are very important aspects in an office. It is clearly important to be warm enough, but temperature and humidity can also make a difference to how alert or tired an office worker feels by the end of the day. Ventilation refers to supply of free air at the right temperature and of right humidity. Offices often become too hot and stuffy. The requirements of good ventilation are that there should be a constant flow of fresh air to remove staleness without causing draught.

4.3.4 Noise

Noise in offices can affect concentration, can be an irritation, and can be a source of stress to some people which ultimately affects the efficiency of the worker. With the development of quieter equipment, especially printers, noise levels in offices have generally decreased. However, in open-plan offices it can still be a problem with the noise mainly due to people. For example, telephones left ringing at an unattended desk, conversations being held in areas where people are trying to concentrate. Noise may be either internal or external depending upon the area from which it is generated.

Screens, carpets and good quality flooring and ceiling tiles can help to absorb noise. Below the office machines which create noise in operation, felt pad can be placed which reduce the noise.



CHECK YOUR PROGRESS

Q 1: State any two principles for selecting lighting facilities.

.....

.....

Q 2 : Why do we need proper temperature and ventilation facilities in the office?

.....

.....

Q 3 : How noise can be reduced?

.....

.....

4.4 OFFICE FURNITURE AND EQUIPMENT

There are four main criteria which forms the basis of judgement as to the suitability of a piece of office furniture, which are: (a) is it functional, (b) is it attractive, (c) is it hard wearing and (d) is its cost within the budget? Depending on these issues the furniture should be selected for purchase.

In light of the above criteria, a number of basic factors which should be considered when buying office furniture are as follows:

- **Design :** Size of the furniture, its look and suitability for the purpose etc.
- **Saving in Space :** Some furniture is specially designed to save floor space.
- **Appearance and Comfort :** The furniture should look attractive as well as comfortable to use.
- **Durability :** The furniture used should have durability.
- **Weight :** If furniture has to be moved around, as it is often done in a large office, light weight is preferable and fiberglass is very suitable.

Detail structures of some of the office furniture are given bellow :

- **Seats :** Seats should be adjustable so that the range of users can be accommodated comfortably and they provide support where it's needed. Computer seats are available with more features than general seat, many of which make sitting more comfortable. Armrests can provide good support but should be removable if it is not required, or they restrict posture. Now a day, while working on computers and in work desks, employees are required to move and get close to the desk and computer. The seat arrangements should facilitate this movement.
- **Desks :** Desks are usually a standard height of about 720mm. This is fine for most people, but it should check to make sure that all users can be seated comfortably at a desk of this height. Particularly short or tall people may need an adjustable-height desk.
- **Computer :** The computer hardware should also be placed in such a manner that using it is unlikely to cause injury or discomfort. The type of problems that people may get from using their computers is often described as Repetitive Strain Injuries ('RSI'), Work Related Upper Limb Disorders (WRULDs) or musculoskeletal disorders/discomfort. The main risks to users from computer hardware a probably the keyboard, mouse and monitor. The electric wires and the necessary gadgets should be placed in such a manner that it facilitates ease of operation and office efficiency. Many times, productivity in an office goes down because of improper planning in office lay out. Likewise, as it has been discussed, arrangements of office equipment and their placing plays a very important role in improving office efficiency.



CHECK YOUR PROGRESS

Q 4: What are the criteria for selecting office furniture?

.....

.....



4.5 LET US SUM UP

In this unit we have discussed the following aspects in details:

- The main purpose of an office environment is to support its employees in performing their job at minimum cost and to maximum satisfaction. Office environment includes various aspects like, working place, working condition, working hours, working equipment, training facilities, incentive payment system etc.
- There are basically four main criteria which form the suitability of office furniture, which are: (a) functional quality, (b) attractiveness, (c) hard wearing and (d) cost effectiveness.



4.6 FURTHER READING

1) Balachandran, V. and Chandrasekaran, V. (2009), Office Management, Published by Tata McGraw Hill Education Private Limited.

2) Chopra, R. K. and Chopra, Ankita (2009), Office Management, Published by Himalaya Publishing House.



4.7 ANSWER TO CHECK YOUR PROGRESS

Ans. to Q. No. 1 : Two principles for selecting lighting facilities are

- The light must be sufficient for the work but not too strong, otherwise glare will result.
- Lighting system should be cost effective.

Ans. to Q. No. 2 : To make the work environment more comfortable, we need proper temperature and ventilation facilities in the office.

Ans. to Q. No. 3 : Noise can be reduced by using screens, carpets and good quality flooring and ceiling tiles which can help to absorb noise.

Ans. to Q. No. 4 : There are four main criteria for selecting office furniture are : (a) functionality, (b) attractiveness, (c) hard wearing and (d) costeffectiveness.

4.8 MODEL QUESTIONS

Q 1 : Discuss in detail about the factors influencing office environment.

Q 2 : Discuss in details about the requirements of office furniture and equipment.

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UNIT 5: OFFICE SERVICES

UNIT STRUCTURE

5.1 Learning Objectives

5.2 Introduction

5.3 Centralization and Decentralization

5.4 Departmentation of Office

5.5 Departments of a Modern Office

5.6 Let Us Sum Up

5.7 Further Reading

5.8 Answers to Check Your Progress

5.9 Model Questions

5.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- define centralization and Decentralization
- differentiate between decentralization and delegation
- explain departmentation of Offices
- describe departmentation of Modern Office

5.2 INTRODUCTION

In the earlier unit we have discussed office environment. Where we have broadly discussed how the working environment of an office should be. In this unit we will discuss about Centralization and decentralization of services, Departmentation of Office and Departments of a Modern Office.

Depending on the type and size of an organization, we have either centralized or decentralized organization. Centralization is the system where the authority and responsibility lies in one single hand. On the other hand, decentralization means delegations of authority and responsibility to subordinates. Different departmentation is required depending on the type of the office. We will briefly discuss all these matters in this unit.

5.3 CENTRALIZATION AND DECENTRALIZATION

One of the most important problems to be decided by the management of a business concern is that how much authority should be concentrated in the hands of top managers and how much it should be delegated to the managers at lower levels. In other words, it is a problem concerned with the degree of decentralization. Some of the definitions of decentralization are as follows:

- **Allen Louis.** "Decentralization is the systematic effort to delegate to the lowest levels all authority except that which can only be exercised at central points".
- **Earl P. Strong.** "Decentralization means the division of a group of functions and activities into relatively autonomous units with overall authority and responsibility for their operation delegated to a head of each unit".

Thus, 'decentralization' means the decentralization of powers of decision-making to the levels where the work is to be performed. However, it may be noted that it is not necessary to decentralize all managerial activities. For example, in an organization, the sales function may be decentralized while the personnel function may not be. In that case, personnel function will be deemed to be centralized.

Thus, centralization implies that the decision-making prerogatives are retained by the higher managerial levels and not delegated to the levels where the work is to be performed. It may also be stated that there can be neither complete centralization (except in the case of a one-man enterprise) nor complete decentralization of authority. We may find that some company may have a greater degree of decentralization while some others may have less of it. Explaining decentralization, Fayol has very aptly stated: "everything that is to increase the importance of the sub-ordinate's role is decentralization and everything which goes to reduce it, is centralization".

Centralization can be defined as the act of consolidating power under a central control.

Advantages of centralization:

1) To facilitate personal leadership
2) To promote uniformity of action
3) To unify and integrate the total operations of the enterprise
4) To handle emergencies
5) To take quick decisions.

Disadvantages of centralization:

1) Decisions which are taken at a higher level are to be implemented by the sub-ordinates at the lower level. This may be resented by the sub-ordinates and they may not extend co-operation to the management.
2) As managers at a higher level have to take a large number of decisions, there may be delay in taking decisions.
3) Centralization increases the burden of the top managers.
4) The growth of lower level manager is affected. Because of these disadvantages of centralization, absolute centralization is not found in practice. Different organizations adopt centralization in different degrees.

Distinction between delegation and decentralization

There is a feeling that the terms 'delegation' and 'decentralization' have the same meaning and that there is no difference between them. But, in reality, these two terms are different and do not indicate the same meaning. Some of the differences between the two are given here:

1. While the delegation is a process, decentralization is the end-result of delegation.
2. In delegation, responsibility is not delegated while in decentralization; the superior is relieved of his responsibility for the work decentralized.
3. While delegation is essential in the management process, decentralization may or may not be practiced.
4. In delegation, control over a subordinate's performance of the jobs delegated is exercised by his superior who delegates authority, whereas in decentralization, the power to control may be delegated to the departments concerned.

Advantages of decentralization

The important advantages of decentralization are as follows:

(a) It relieves top executives from routine and time consuming detailed work. This enables them to devote greater attention to important issues relating to an enterprise.

(b) Decentralization gives power, initiative and responsibility to a number of persons and by this the development of future managers and executives is facilitated.

(c) Under decentralization, the subordinates are given power, prestige and status and this increases their morale and motivates them to a high level of performance.

(d) Decentralization helps the business concern in diversifying its products.

(e) Under decentralization, each of the department is made into a distinct profit center and this induces employees to improve the performance of their respective departments.

(f) Under decentralization, the performance of each unit is judged by the management on the basis of its profitability. This means a type of control is exercised by the management on each unit. Thus, decentralization promotes more effective control by the management.

Disadvantages of decentralization

The important limitations of decentralization are as follows:

(a) Each division or department of the enterprise enjoys complete freedom in relation to the formulation of policies etc. This may increase the problem of coordination and hamper the adoption of uniform policies.

(b) Decentralization requires the employment of highly paid managers for different divisions, and this will increase administrative expenses.

(c) Principle of decentralization cannot be applied to activities such as industrial relations, corporate laws, accounts etc.

(d) Decentralization requires the services of managers who are well equipped to run a division independently, but it is difficult to find such persons.

(e) Under decentralization, every division or unit may try to optimize its

performance at the cost of other units and this may lead to competition among the different units of the enterprise.



CHECK YOUR PROGRESS

Q 1: State two advantages and disadvantages of decentralisation process.

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5.4 DEPARTMENTATION OF OFFICE

There is no single best way of departmentation applicable to all organizations or to all situations. The pattern that will be used will depend on the given situation and what managers believe will yield the best result for them in the situation they face. However, there are a few basic methods for dividing responsibilities within an organization.

They are as follows:

- Functional basis.
- Territorial basis.
- Process basis.
- Product basis.
- Customer basis.
- Time basis.
- Number basis.

Let us discuss these methods in the following ways:

Departmentation by Function: The most commonly accepted practice is the grouping of the activities in accordance with the functions of an enterprise. The basic enterprise functions generally consist of production, marketing, finance, etc. This method is more logical and hence present in almost all enterprises at some level.

Merits of Departmentation by function:

- It is a logical and time proven method.
- This method follows the principle of specialization.
- Authority and responsibilities can be clearly defined and fixed.
- Since the top managers are responsible for the end results, control shall become effective.

Demerits of Departmentation by function:

- This type of departmentation shall develop a loyalty towards the functions and not towards the enterprise as a whole.
- Coordination of different functions shall become difficult.
- Only the departmental heads are held responsible for defective work.
- This pattern is not a best training ground for promotable top management people.



Fig 5.1: Departmentation by Function Chart

2. **Departmentation by Territories:** When the organization is large and geographically dispersed, departmentation on territorial basis is the best. This is also considered suitable where the branches produce the same goods or perform similar services at various locations.

Merits of Departmentation by Territory:

- This method is highly suitable when the needs of the local customers are to be satisfied effectively.
- Certain economies of localized operation can be availed.
- Sales activities can be conducted more effectively. Sales personnel can spend more time on sales rather than on traveling.
- The executives of territorial departments shall become thoroughly familiar with the key details and can take on the spot decisions in times of emergency.

Demerits of Departmentation by Territory:

- This type of departmentation requires more persons with general managerial abilities needed in the future at higher levels.
- Coordination shall become difficult and the problem of maintaining top management control shall also acute.
- Territorial grouping may sometime cause some problems if authority over financial matters is also decentralized.



Fig 5.2: Departmentation by Territory Chart

3. **Departmentation by Process:** Activities can also be grouped according to the process involved or the equipment used. This form of departmentation is often employed in manufacturing enterprises. It is also called equipment departmentation. Large retail or marketing enterprises may also have process departments for receiving goods in stores, transportation, wrapping and delivery. Departmentation by process is usually decided on the basis of costs that are mainly on economic considerations.

Merits of Departmentation by Process:

The following are the important merits of this type of departmentation:

1. It is suitable for all organizations irrespective of their size.
2. The equipment can be economically used to their maximum capacity.
3. It saves money and consequently reduce the cost of production.
4. Better timing and customer service can be ensured.



Fig 5.3: Departmentation by Process Chart

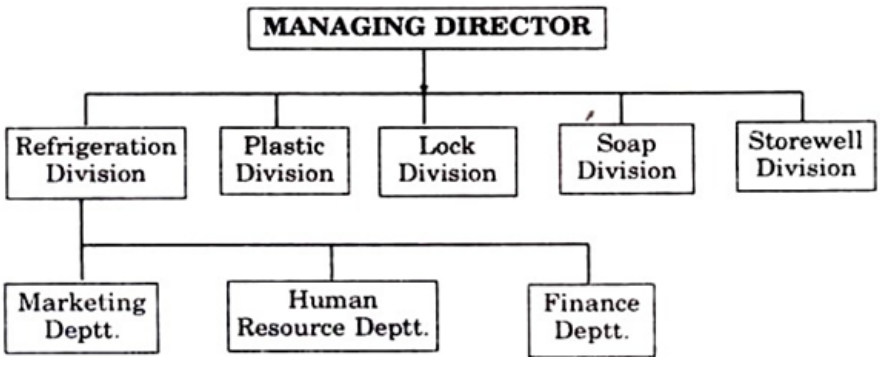
4. **Departmentation by Product:** This type of departmentation is desirable for large undertakings which deal with a variety of products or product lines. To departmentalise on product basis means to establish each product or group of closely related products in a product line as a relatively autonomous integrated unit within the overall framework of the company. Under this method, an executive will be in charge of and responsible for all the activities relating to a particular product from production to distribution.

Merits of Departmentation on basis of Product:

1. This pattern of departmentation facilitates the optimum use of specialized skill, labour and capital.
2. Various economies relating to production, assembly and handling can be availed.
3. All the activities connected with a particular product can be effectively coordinated.
4. Better timing and customer service can be ensured.

Demerits of Departmentation on product basis:

1. This type of departmentation will often result in unnecessary duplication of work and ultimately result in an increase in the production cost.
2. The problem of maintaining headquarters control shall also be more acute.
3. Their pattern can also create difficulties in co-ordination with the organizational structure.
4. Successful managers will be tempted to acquire more and more powers and build up their own empire.



5.4: Departmentation by Product Chart

5. **Departmentation by Customer:** Departmentation can also be made on the basis of customers served that are customer departmentation. In this case, the firm shows its paramount interest in the welfare of the customer and attention given to them. Under this method, the customers are divided into separate categories, such as distributors, retailers and consumers, and the task of satisfying the needs of different categories of customers assigned to specific departments.

Merits of departmentation by customer:

1. Customers are the key to any organization. Particularly in modern times, the needs of the customers should be satisfied effectively. This pattern of departmentation aims to satisfy the customers in a better and effective way.
2. It is highly useful where a product or service of wide variety is offered through many marketing channels and outlets.

Demerits of departmentation by customer:

1. There may not be enough work in each department. Hence, some salesmen have to remain idle.
2. It may also develop an unequal development of customer groups in times of expansion and disappearance of certain customer groups in times of recession.
3. It may also create a tendency to remain rigid. Consequently, it may also become difficult to adjust to the situation in case there is a fluctuation in the activities of the enterprise.

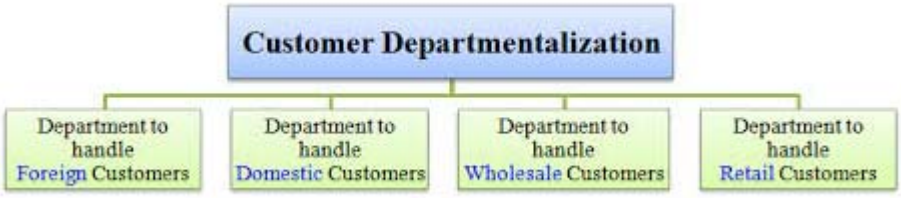


Fig 5.5: Departmentation by Customer Chart

6. **Departmentation by Time:** It is a common practice to departmentalize activities on time basis. Enterprise engaged in continuous process can follow this pattern. We are familiar with the second shift, third shift, or night shifts, etc. Under this method, the activities performed in each

shift are similar and almost identical. But they are departmentalized on time basis. This kind of departmentation is generally found in public utilities and manufacturing establishments.

7. **Departmentation by Number:** In case of departmentation by number, activities are grouped on the basis of their performance by certain number of persons. For instance, in the army, soldiers are grouped into squaders, battalions, companies, brigades and regiments based on

5.5 DEPARTMENTS OF A MODERN OFFICE

In Simple terms we can say office is place where business is carried on.Each office has a personality of its own. This personality is a reflection of the purpose for which an office exists. In organizing a new office the office manager must first determine the prime reason existence of that office and then add the necessary ingredients to bring about an efficient operation entity that achieves pre- determined results. Although offices differ from one another in prime responsibility, many activities are commonly carried out by all the offices. Some of these activities are.(i) Processing Incoming mail.(ii) Processing Outgoing mail.(iii) Dictation.(iv) Transcription.(v) Typing.(vi) Printing.(vii) Copying.(viii) Filing.(ix) Records Retrieval.(x) Records Disposal; and(xi) Communication.

As we know that departmentation is a process of dividing the large functional organization into smaller and flexible administrative units. Departmentation is an integral part of overall process of organizing.

Depending on these activities different departments are required in a modern office. In modern office, the paper work is replaced by computers to some extent.

Techniques of Organisation: Following steps are needed to organize a modern office:

1. The objective of the office has to be studied.
2. Total volume of the work assessed and staff requirements for each job estimated.
3. Decision has to be taken regarding method of grouping.

4. Decision has to be taken on the degree of specialization to be used in the allocation of work.
5. Decision has to be taken about the size of work groups, span of control etc.
6. The grouping of workers should be such that relations between them are cordial.
7. Allocation of duties, responsibilities and authority decided before the preparation of organizational chart.



CHECK YOUR PROGRESS

Q 2: Write two merits of Departmentation by Territory

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5.6 LET US SUM UP

In this unit, we have discussed about office, its functions and different activities performed in the office.

- Depending on the type and size of an organization, we have either centralized or decentralized organization.
- There is no single best way of departmentation applicable to all organizations or to all situations. Based on the nature of work, the departmentations can be of following types:
  - Functional basis.
  - Territorial basis.
  - Process basis.
  - Product basis.
  - Customer basis.
  - Time basis.
  - Number basis.

- In modern office, the paper work is replaced by computers to some extent.

5.7 FURTHER READING

1) R. K. Chopra and Ankita Chopra (2009), Office Management, Published by Himalaya Publishing House.
2) V. Balachandran and V. Chandrasekaran (2009), Office Management, Published by Tata Mc Graw Hill Education Private Limited.

5.8 ANSWER TO CHECK YOUR PROGRESS

Answer to Q. no 1:

Advantages of decentralization

- It relieves top executives from routine and time-consuming detailed work. This enables them to devote greater attention to important issues relating to an enterprise.
- Decentralization gives power, initiative and responsibility to a number of persons and by this the development of future managers and executives is facilitated.

Disadvantages of decentralization

- Each division or department of the enterprise enjoys complete freedom in relation to the formulation of policies etc. This may increase the problem of coordination and hamper the adoption of uniform policies.
- Decentralization requires the employment of highly paid managers for different divisions, and this will increase administrative expenses.

Answer to Q. no 2:

Merits of Departmentation by Territory:

- This method is highly suitable when the needs of the local customers are to be satisfied effectively.
- Certain economies of localized operation can be availed.

5.9 MODEL QUESTION

Q 1: Define Centralization and Decentralization of an Organization, stating it's advantages and disadvantages.

Q 2: Discuss briefly how departmentation can be done and merits and demerits of different departments.

Q 3: Discuss the activities of a modern office.

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UNIT 6 : WORK FLOW IN OFFICE

UNIT STRUCTURE

6.1 Learning Objectives

6.2 Introduction

6.3 Office System– An Overview

6.4 Flow of Work

6.4.1 Straight Line Flow of Work

6.5 Problems in the Flow of Work

6.6 Flow Chart

6.6.1 Office Layout Chart

6.6.2 Flow Process Chart

6.6.3 Management Type Flow Chart

6.6.4 Advantages of Flow Chart

6.7 Let Us sum Up

6.8 Further Reading

6.9 Answers To Check Your Progress

6.10 Model Questions

6.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- learn the flow of work in an organisation
- discuss the different types of problems in the flow of work
- describe the various types of flow charts
- explain the advantages of flow charts.

6.2 INTRODUCTION

In this unit we are going to discuss about flow of work in a particular organisation. Office organisation as a subject of study is now attracting attention from business firms, companies, institutions and even from countries. Here we are going to study about the various types of problems that are encountered in the work flow of an office organization. This unit

also tells us about the different types of flow charts that are prevalent in today's scenario. Further, in this unit we are going to discuss about the advantages of the flow charts.

6.3 OFFICE SYSTEM-AN OVERVIEW

People work better if they are given the proper surrounding and equipments along with a systematic work flow. In management, a system may be regarded as a planned approach to the activities which are necessary for the attainment of desired objectives. To have a proper work flow there should be a good office system.

Definition of System : A system is an interrelated method which is necessary to achieve a very defined goal.

Objectives of Systems : A system may be defined as an interrelated method bringing in the necessary inputs and processes which are necessary to achieve a very defined goal (output). Developing the system perspectives in an office setting helps in achieving the following.

1) To have efficiency in the optimum utilization of all the resources of the company office.
2) To have a control over the operating costs.
3) To improve the efficiency of the operating systems.
4) Lastly but not the least to help the organization achieve their goals and aims.

System Design : Initially the system analysts were concerned with the simple design of the system. They know that specific systems should be purchased but they could not make up their minds which specific machines should be purchased. Even they have not decided which procedures to follow, so they only concentrate on the general systems flow.

In an office setting, having a well defined system is very important. An office receives information, processes information and submits reports. An office receives letters, reports, payments etc. All these things need to be received and passed on for the use of the concerned decision makers in a systematic manner. The office procedures need to be designed in a

systematic way. In the absence of system design, the office activities will be carried out in a haphazard manner resulting in loss of time and inefficiency.

Advantages of Office System : The following are the advantages if suitable systems and procedures are adopted in an office–

i) Delays can be eleminated.

ii) Uniformity in office work can be achieve.

iii) Systems and routines help in training office personnel.

iv) Better co-ordination is possible through the introduction of a system.

Limitations of Office System : Some of the limitations of the office system are–

i) The effectiveness of a system depends on planning. A system will fail to produce results unless proper planning goes into its formulation.

ii) The frequent changes in an office may impose the burden of a great expenditure on the organization.

iii) The efficiency of a system should be evaluated by making a cost-benefit analysis.

6.4 FLOW OF WORK

Flow of Work : Flow of work is the procedure of moving the work from one operation to another operation. How much work has been gone through done, what is the rate that it has moved along and how is the smoothness of the work smoothly that has been done are some of the important areas related with the study of work flow. A steady and constant flow of work following a particular routine has a greater efficiency than the one which has no routine to follow.

Interruption of the flow of work is the greatest hindrance that can be there while achieving the output. The efficiency of work should be there so that the work is done properly. In order to get the efficiency in work, interruption of the flow of work should be eliminated.

A workflow consists of a sequence of connected steps where each step follows without delay or gap and ends just before the subsequent step

may begin. It is a sequence of operations of people or organization or staff,etc. Work flow is supposed to follow the process from one step to another in a continuous manner.

Workflow Management System : A workflow management system is a computer system that helps to manage a series of tasks within an organization to produce a final result. Workflow management systems allow the performer to define various workflows for different types of jobs or processes. For example, in a manufacturing setting, a design document might be automatically directed from designer to a technical director to the production engineer. At each and every stage in the workflow, one individual or group is responsible for a specific task. Once the work is complete, the workflow software informs that the individuals or the groups responsible for the next task are informed and they receive the data that they need to perform in their next step of the process. Workflow management systems also looks over unnecessary work and see to it that the uncompleted work are being followed up.

Similar types of work flows are found in offices also. For example, in a branch office of a bank different types of work flows are there for different types of activities. In case of a creating a fixed deposit for a customer, the dealing clerck will administer the form, verify the data and supporting documents, enter the data, collect the payment, asks for authorization by higher officials. Then only the fixed deposit will be issued. Accordingly, the entries will be recorded in the issue register. These are official procedures which help in defining work flow systems.

Workflow management systems have been proved to be very useful because it has lessened the work load. Now a days, the paper work has been made easy because of the management system in the work flow system. For example, in banks the banking software have enabled faster and effective delivery of service to customers. Now a days, instead of ledger entry, data are stored in digital format.

Depending on the type of office the work flow in the office varies.

6.4.1 Straight-Line Flow of Work

Straight flow of work is a method where the operations when it moves from one to another goes in a particular course which may or nearly be in a straight line. This implies that an operation starts from the beginning and goes to the end. But if the straight line flow of work is not planned properly, then there can be a lot of wastage of time and effort because most of the office operations are repetitive in nature.

Advantages of Straight-Line Flow of Work : Some of the advantages of straight line flow of work are discussed below :

- Speed is increased.
- Less danger.
- Less messenger work because work flows in straight lines.

Analysis of Flow of Work : It is very difficult to have an office where work flows in absolute straight lines or the flow of work never reverse back. All the offices we have seen where all these things happen. In some small cases only where the organization is small and the amount of work is also less then the flow of work can go in straight directions. But in many organizations where the flow of work cannot move in straight lines. Because of so many different routines some work processes take place concurrently. For example, in a hospital out patient department, laboratory, diagnostic services, canteen, registration desk etc. have separate work processes. The patient needs to be served in a coordinated manner, not on the basis of sequential completion of the work processes in each function. Many of the activities will take place simultaneously and will not fully depend on the completion of the sub processes. Therefore it is very much necessary to analyse the work before hand. This is necessary because then we would be able to correct the wrong things that has been going on. By analysis of the work, we can measure the work properly in the right direction and also make suggestions or recommendations if and where ever needed.

6.5 PROBLEMS IN THE FLOW OF WORK

Flow of Work is sometimes disturbed by many factors. When the factors come in the way of the flow of work then the output of the work is affected. Some of the main factors that comes in the way of the flow of work are :

1) **Unequal Flow of Work :** Due to heavy work sometimes during the week or during the month or at the end of the financial year, the amount of work is unequally divided amongst the employees. Some of the workers are given less amount of work, while others are loaded with heavy work. So this can be one of the main set back of the flow of work. To the extent possible, work distribution should be equal. The seasonality factor also can be arrested by giving incentives. For example, in a hotel the work pressure during season can be reduced by charging higher price during season and offering off-season discount during lean season.

2) **Interruptions to Work :** Interruptions can be in a various way during the flow of work. The interruptions in the flow of work can be internal or external. Some of the reasons behind the internal interruptions are as follows :

- Lack of the materials with which the employees are required to work.
- Lack of adequate information which is needed for the proper functioning of the work.
- If there is any change in the planning structure , there will be definite changes in the pattern of work.
- Because of inefficient planning, there also arises change in the pattern of work.
- Repetitive callings from superiors.
- Unwanted talks or chats among employees.

The other interruptions are external. Some of the reasons behind these external interruptions are as follows :

- Absenteeism of the employees.
- Visitors of the company.
- Telephone calls.

- External noise interrupting the concentration of the employees.

3) **Unequal Times Required for Different Operations :** A job can be completed by different employees in different time duration. So if an employee completes a particular job in less time than an another employee then the first employee will sit idle because he has already completed the work. This is not a proper thing to sit idle for the employees. Additional work needs to be identified and allocated hence and time duration for each job should be divided properly.

4) **Lack of Standards :** The workload should be divided among all the employees. An employee who is given a greater workload will slow down his flow of work which will effect the output of the company.

5) **Lack of Planning and Scheduling :** If there is no proper planning and coordination then the flow of work gets affected. Without proper planning, scheduling also gets affected.

6) **Faulty Layout :** As Mr. Terry had mentioned that "an office layout is the arrangement of all physical components within the available floor space to provide the maximum effectiveness and the co-ordination of these components into an efficient and effective unit.'' So ifIf the layout is not planned properly, then the flow of work is also not in a steady position and also the flow of work is delayed.



CHECK YOUR PROGRESS

Q 1: Define straight line flow of work.

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Q 2: Discuss any two problems in the line of flow of work.

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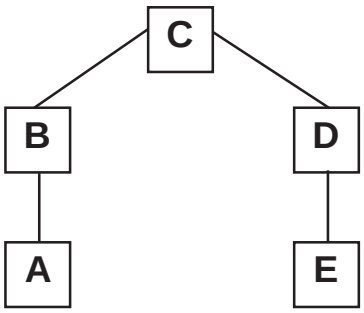
6.6 FLOW CHARTS

A flowchart is a formalized graphic representation of a logical sequence, work or manufacturing process, organization chart, or similar formalized structure. The purpose of a flow chart is to provide people with a common language or reference point when dealing with a project or processof work. Flowcharts use simple geometric symbols and arrows to define relationships. There are three types of flow charts which are prevalent for an analysis. They are :

6.6.1 Office Layout Chart

This chart basically tells us about each and every work that is being done in the office environment. These charts are generally prepared for day to day operations or those work which are done frequently. The lines in this chart are drawn to indicate where the office documents or files are going from and to which place.

Office Layout Chart



A – Correspondence section
B – Typing Pool
C – Registering section
D – Despatch section
E – Filing section

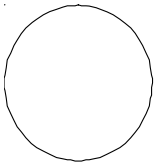
Fig. 3.1

6.6.2 Flow Process Chart

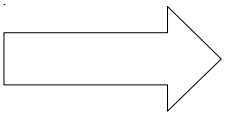
Flow Process Chart is also known as work simplification chart

because they help in simplifying the work load. This chart helps the people in the organization by making a graphical structure of the organization. The flow chart represents the office procedures and office systems in a picture like thing. By the use of some diagrams and pictures, the flow chart helps to depict the flow of work under a specific system to make the presentation of the organization make it seem easier functioning of the organization effective. The main goal of these flow charts is to make the work easier and in simple manner. Some of the common or basic symbols which are used in the flow charts are :

1) **Operation :** This is to show who is actually doing the work like typing or printing etc.



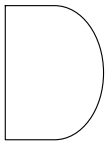
2) **Transportation :** The above symbol is to show that how one thing is passed to the other place. The work is also sometimes passed on.



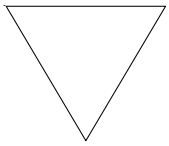
3) **Inspection :** This symbol is to indicate the comparisons or reviewing the work done.



4) **Delay :** The above symbol is to tell us if there are any delay due to interruptions of some other external factors. The delay can be for some changeovers as well.



5) **Storage :** This symbol basically indicates the holding of any kind of work due to some awaiting actions like instructions not given, etc.



These above symbols have been developed by the American Society of Mechanical Engineers, New York and it was published in the Operation and Process Flow Charts (ASME

Standard, 1937). It is said that the most important symbol of all the symbols above is that of the Operations because this is the one which get things done. The other symbols are not that productive, even when necessary although they may be inevitable. Hence, under the best conditions, the frequency of the other symbols like the transportation or the storage or the inspection should be kept as less as possible.

6.6.3 Management Type Flow Chart

This chart gives a picture of a horizontal flow of work. In this chart, each and every activity or work done is explained in a short as well as descriptive sentence which is written in a horizontal form from left to right. This chart becomes very useful for future references. In a hospital setting, the following may be cited.

i) The patients will be allotted the out patient departments after they pay the registration fee.

ii) Separate files should be created for new patients.

iii) Already registered patients will seek prior appointment for consultation as their files will have to be brought from the medical records department.

6.6.4 Advantages of Flow Charts

Following are some of the advantages of Flow Charts :

- Flow charts help in diagnosing the faults in a better way. The problems can be viewed properly in a chart more than on office layout.
- Flow Charts can be made easily without the help of any reports.
- The flow charts also help in giving a proper and systematic as well as informative detail about the various processes. This would make improvements in the processes.



CHECK YOUR PROGRESS

Q 3: Define Flow Chart.

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Q 4: Discuss any two advantages of flow charts.

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6.7 LET US SUM UP

In this unit we have discussed about the flow of work in a particular organisation. We have also discussed about the various types of problems that are encountered in the work flow of an office organization. This unit also tells us about the different types of flow charts that are prevalent in today's environment. The flow charts that are being followed in the organizations and the various symbols that are being used are also given much importance have also been shown in this unit. Then we have further discussed about the advantages of flow charts. All these indicate that having well defined flow charts in an organization facilitates the work processes, enhances productivity and improves the effectiveness in the functioning of an office.



6.8 FURTHER READING

1) Balachandran, V. and Chandrasekaran, V. (2009), Office Management, Published by Tata McGraw Hill Education Private Limited.

2) Chopra, R. K. and Chopra, Ankita (2009), Office Management, Published by Himalaya Publishing House.

6.9 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1 : Straight flow of work is a method where the operations when it moves from one to another goes in a particular course which may or nearly be in a straight line. This implies that an operation starts from the beginning and goes to the end.

Ans. to Q. No. 2 : The two problems faced during the flow of work are :

1) **Unequal Flow of Work :** Due to heavy work sometimes during the week or during the month or at the end of the financial year, the amount of work is unequally divided amongst the employees. Some of the workers are given less amount of work, while others are loaded with heavy work. So this can be one of the main set back of the flow of work and should be avoided to the extent possible.

2) **Unequal Times Required for Different Operations :** A job can be completed by different employees in different time duration. So if an employee completes a particular job in less time than an another employee then the first employee will sit idle because he has already completed the work. This is not a proper thing to sit idle for the employees.henceTime duration for each job should be divided properly and additional work needs to be identified and allocated accordingly. Likewise the slow employees should be shown the ways of developing speed. This helps in making the work processes smoother.

Ans. to Q. No. 3 : A flowchart is a formalized graphic representation of a logical sequence, work or manufacturing process, organization chart, or similar formalized structure. The purpose of a flow chart is to provide people with a common language or reference point when dealing with a project or processof work.

Ans. to Q. No. 4 : The following are the two advantages of flow charts :

1) Flow Charts can be made easily without the help of any reports.
2) The flow charts also help in giving a proper and systematic as well as informative detail about the various processes. This would make improvements in the functioning ofprocesses.

6.10 MODEL QUESTIONS

Q 1 : Discuss the concept of Flow of Work.

Q 2 : Define Work Flow Management System with a proper diagram.

Q 3 : What are the different types of Flow Process Charts ? Explain each one in detail with diagrams.

Q 4 : What do you mean by Management type flow chart ?

Q 5 : What is management type flow chart? Give some examples.

*** **** ***

UNIT 7 : OFFICE ORGANISATION

UNIT STRUCTURE

7.1 Learning Objectives

7.2 Introduction

7.3 Principles of an Office Organisation

7.4 Types of Organisation

- 7.4.1 Line Organisation
- 7.4.2 Line and Staff Organisation
- 7.4.3 Committee Organisation
- 7.4.4 Functional Organisation

7.5 Organisation Chart

7.6 Organisation and Office Manual

7.7 Let Us sum Up

7.8 Further Readings

7.9 Answers to Check Your Progress

7.10 Model Questions

7.1 LEARNING OBJECTIVES



Office Organisation : In order to achieve the common objectives of an organisation, the activities of a group of persons in an office are grouped and coordinated. This grouping of the persons in order to achieve the goals is known as office organisation. Office organisation is a dynamic process.

After going through this unit, you will be able to:

- learn the principles of an office Organisation
- discuss the different types of organisations
- describe the various advantages and disadvantages of the organisations
- explain the concept of Organisation charts and Organisation manuals.

7.2 INTRODUCTION

In this unit we are going to discuss about office organisation. Office organisation as a subject of study is now attracting attention from business firms, companies, institutions and even from countriesnon corporate sector. Here we are going to study about the various principles of office Organisation

upon which an office is based on. This unit also tells us about the different types of Organisation that are prevalent in today's scenario. Further, in this unit we are going to discuss about Organisation chart and Organisation manual in detail.

7.3 PRINCIPLES OF AN OFFICE ORGANISATION

1) **Principle of Objective :** The objective of the Organisation should be in clear terms. It should be to the point and precise in nature. There should be unity in the procedures of each and every department within the Organisation so that the objectives are laid down properly.
2) **Principle of Unity of Command :** In order to avoid conflict and miscommunication each and every employee should report to one person. The main head should be one so that the employees are not confused and they can be guided by a single individual.
3) **Principle of Inter-Related Function :** Today in an Organisation there exists various departments and each department is mutually exclusive from each other. The functions of each and every department may be different but they must be consistent with each others' functions. This way the objectives and the functions are coordinated amongst themselves.
4) **Principle of Definition :** The responsibilities, the duties, etc have to be clearly defined for each and every individual because if it is not defined properly, then the tasks would not be completed in time.
5) **Principle of Span of Control :** It is the maximum number of persons that a supervisor can effectively supervise in order to get the things done. It is always limited to a certain number. The most common number of employees or persons under a supervisor is 6.
6) **Principle of Chain of Authority :** "Who reports to whom'' is the main concern behind this principle. This chain should be well defined in order to get the work done properly. Every employee within the Organisation should know whom to report to.

7) **Principle of Commensurate Authority and Responsibility :** When an employee is given the responsibility to do certain kind of work, he should also be given the authority to perform the job. Otherwise, given only the responsibility, he would not be able to justify his work.
8) **Principle of Flexibility :** The Organisational structure should be flexible enough in order to incorporate necessary changes according to the needs of the Organisation as well as the environment.
9) **Principle of Division of Work :** In order to facilitate or speed up the work, the Organisation should divide the work into certain groups like the departments, sections or on individual basis. This would lead to effective amount of work done in less time.
10) **Principle of Continuity of Operations :** This principle is important for the continuation of the activities in order to have a stable continuous performance of the employees.
11) **Principle of Work Assignment :** Every employee has some strengths and talents associated with them. So the Organisation should assign the jobs to the employees according to their strengths so that the work is done perfectly.
12) **Principle of Ultimate Responsibility :** By this principle it is meant that the higher authority is responsible for all the acts that his subordinates do. If the subordinate commits any mistake, then the higher authority should take the responsibility instead of blaming the subordinate.
13) **Principle of Discipline :** Discipline is the backbone in each and every Organisation. Without it, no Organisation can achieve success.
14) **Principle of Employee Participation :** An employee is the most important asset in an Organisation. Their opinions also matter to the Organisation. So the employees must be encouraged to participate in the decision making process so that they feel much more important and recognized , which would lead to motivation in working better for the Organisation. Although, the main decision power lies with the higher authority.

7.4 TYPES OF ORGANISATION

An Organisation means grouping the various activities into different departments and the relationships between these departments. The types of organisation are discussed in the following sub sections.

7.4.1 Line Organisation

Also known as the scalar, direct or military type of Organisation, this is the most oldest of all Organisations. The flow of information is direct and goes from the person sitting at the highest position to the ones under him.

A line Organisation can be pure or departmental. In pure line Organisation, all the work performed by the employees are the same at one level. Whereas in a departmental line Organisation, the activities and the employees are divided into different departments on a functional basis.

The line Organisation can further be divided into two types. They are :

A) Pure Line Organisation : In this type of Organisation the work done is same at any one level. The persons perform the same type of work and the departments are meant only for control and direction. The chart is as follows :

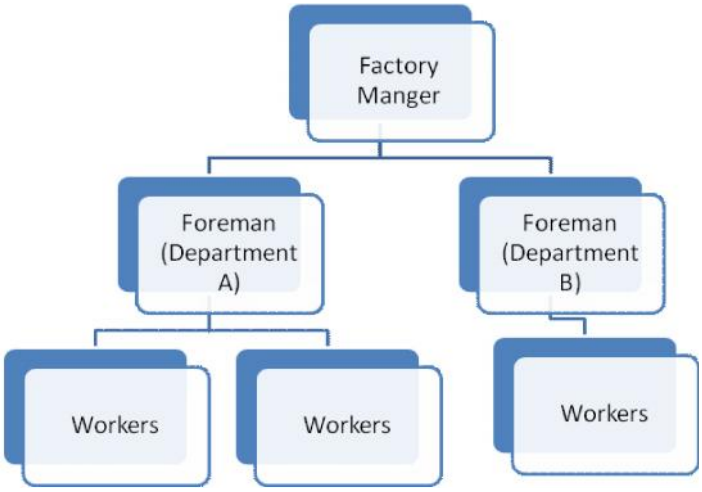


Fig. 7.1 : Line Organisation

In the above diagram, we may think of replacing the Factory Manager by Office Manager, Foreman by Superindent, and worker by Employees.

B) Departmental line Organisation : In this line Organisation, every business unit has been divided into various departments. These departments have their full independence and can perform their work nicely. Each department has its own head.

Advantages :

1) Simple and easily understood.
2) Have the principle of chain of command.
3) Disciplined.

Disadvantages :

1) Suitable only for small enterprises.
2) Becomes dependent only on a few top managers.

7.4.2 Line and Staff Organisation

This is a combination of line and functional type of Organisation. This is the most popular type of Organisation. Here both the line and staff members have to work hand in hand. But sometimes it is seen that the line members act independently because they think that they have the power to command and execute directions. Whereas the staff members act in an advisory environment.

Types of Staff : Two kinds of staff have been discussed below. They are :

A) General Staff : This kind of staff is located at the main or head office and the job of this staff is to assist and advise the top management on the problems that are being faced by the Organisation. This advice is also shared by the different departments as well.

B) Specialised Staff : This is a special kind of staff where each line executive is being assisted with one advisor or staff member. The job of this staff is to only assist and advise the line member

with which he is being involved.

Advantages :

1) Encourages training and development programmes.
2) Unity of command and unity of direction is followed completely.
3) The line members can do their basic activities now without any extra tension because the staff members are there to provide advice and also to assist them. So the work is done efficiently now.

Disadvantages :

1) Staff members sometimes act recklessly because they are not responsible to a higher authority.
2) There can also be a situation where confusion and chaos between line and staff members may arise due to miscommunication between them.

Line and Staff Organisation Chart

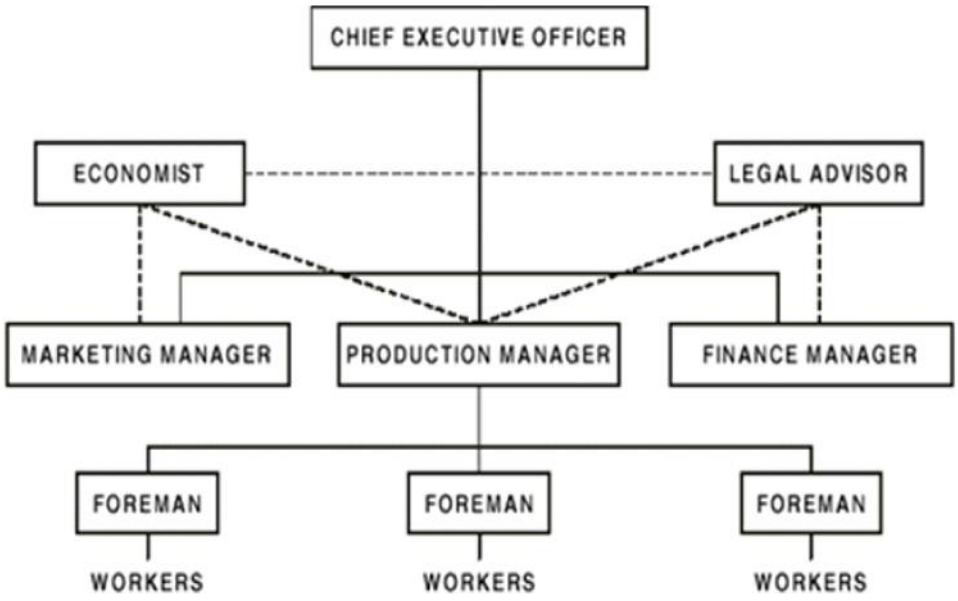


Fig. 7.2 : Straight lines represent line and broken lines represent staff.

7.4.3 Committee Organisation

This kind of Organisation is not completely an independent form of Organisation. The evolution of these committees is very much

common nowadays. Committee as a form of Organisation is very old and has evolved over the years. In an office we may see the existence and functioning of committees like Purchase Committee, Selection Committee, Disciplinary committee etc. According to Terry, ''A committee is a group of persons elected or appointed to discussion of,and for dealing with,the and deal with matters brought before it.'' For example, there could be a disciplinary issue in respect of an employee. The office manager may constitute an Enquiry Committee to enquire the matter and ask the Committee to submit the report to the office manger recommending necessary action as the committee considers appropriate. While forming a Committee, the objectives, terms of reference, modalities of functioning etc. needs to be spelt out.

Advantages of Committees :

1) It avoids hasty decisions.
2) Since a specialized department isand expert persons are appointed as a committee members hence tthe performance of the business is now more effective and efficient.
3) It also provides a chance of exchanging ideas and facts about the ongoing environment and these can help to improve the present situation.
4) It helps to coordinate the planning process and also acts as a very good communicator.

Disadvantages of Committees :

1) The decisions taken by committees take a long time.
2) A single person cannot be held responsible for any wrong decision taken by committee.
3) The top management's position can also sometimes become weak due to over delegation of responsibility over the committee.

7.4.4 Functional Organisation

This Organisation does not act like a line Organisation. Here the

authority does not flow from top to bottom. The work is divided into different departments according to functions like marketing, human resources, finance, etc. Within each department, there may exist the departmental offices. Each department has a different head.

Advantages :

1) Encourages work specialization
2) Specialised knowledge is utilized.
3) Facilitates the standards of operations and methods used.

Disadvantages :

1) Coordination is sometimes disturbed.
2) The employees get directions from different heads, so here the unity of command does not get applied.
3) Since there are specialists for every departments and each department is different from each other, so it is not possible to have an overall training.

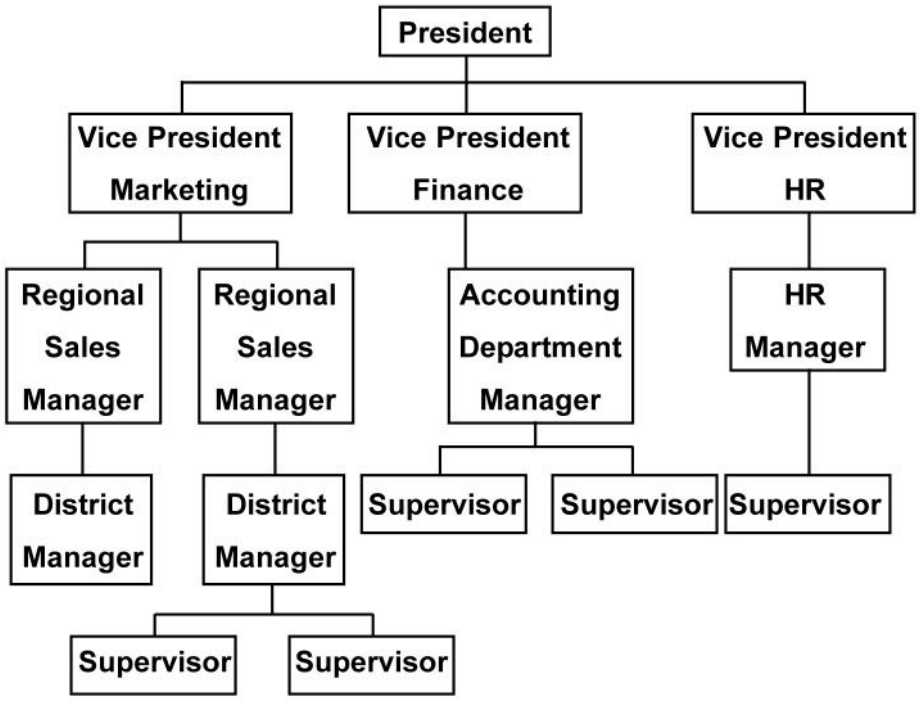


Fig. 7.3 : Functional Organisation



CHECK YOUR PROGRESS

Q 1: Discuss any five principles of office Organisation.

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Q 5: Write two advantages of line and staff Organisation.

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7.5 ORGANISATION CHART

It is a chart where every aspect of the Organisation including their functions and relationships are shown in a diagrammatic manner. According to Ernest Dale "An Organisation chart is a diagram of the formal authority structure." It gives a clear picture of the flow of work, the directions and the span of control in the Organisation. This chart also indicates properly that who reports to whom.

Types of Organisation Charts : Organisation Charts are divided into two different kinds. One on the basis of structure pattern and the other on the basis of construction.

On the basis of structure pattern, it is again further divided into three kinds.

1) **Functional Organisation Chart :** It shows the positions of different functions in the Organisation.
2) **Personal Organisation Chart :** Each and every individual holds a specific position in the Organisation. So this is a chart which shows the personal positions.
3) **Master Organisation Chart :** This chart shows the different positions along with the names of those employees holding these positions.

On the basis of construction, it is further divided into three kinds.

1) **Vertical Chart :** This chart is in the form of a pyramid. It ranges from

top to bottom in vertical lines.

2) **Horizontal Chart :** The only difference between vertical chart and horizontal chart is that the Organisational structure is shown in a horizontal shape. The flow of command is passed horizontally.
3) **Circular Chart :** Here the Organisation structure is shown in a circular manner.

Depending upon the kind of Organisation and nature of activities, the Organisation chart will vary. In a college for example, in addition to the Principal, there will be other personnels in the college office who deals with all the official matters. In addition to that there will be different departments and departmental projects. In case of universities, the departments will have small offices. The VC, Registrar, Treasurer, Controller of Examinations will have their separate offices. In an Organisation chart, all these positions with reporting relationship are shown. The functioning of an advertising agency is different from a university or a manufacturing Organisation. The advertising agency may have circular Organisation with all members working as a team with no boss-subordinate relationship. A committee may have members from the same level in an Organisation. For example we may think of a Committee of all the Heads of Departments in a college. That will indicate horizontal loading.

Contents of Organisation Charts : An Organisation chart should always be kept in a simple manner so that every common man understands it without having any difficulty. It may have different elements in its content. But mostly it contains the following :

- Flow of Authority.
- Structure of the Organisation.
- Responsibility Circles.
- Line and Staff relationships.
- Names of different employees in different positions.
- Number of persons whichwhoare promoted or transferred within the Organisation.

Advantages :

- It gives us an overview of the Organisation structure.
- It shows the different levels of management and the relationships that exist between them.
- It also shows the employee's position with respect to the Organisation structure.
- It helps to rectify the defects or any faults that exists within the Organisation.
- It serves as an informational tool for the employees as they get to know the promotional structure.

Disadvantages :

- It lacks flexibility. New charts have to be made according to the changes that takes place. The chart should be up to dated.
- This chart shows only the formal relationships and not the informal relationships amongst the employees.
- The management levels shown in the chart sometimes cause confusion in between the employees.

7.6 ORGANISATION AND OFFICE MANUAL

An Organisation manual is an informative booklet about the Organisation. It gives an idea about the employees, Organisation structure, rules, procedures, methods, etc. It is a complete guide to the outside environment about the Organisation.

Office Manual : Likewise the Organisation manual, the office manual is a guide to the office Organisation. In this manual each and every detail of the office structure is given for example the office policies, the procedures, the practices and so on. The office manuals if it is given to each and every employee then it would be very helpful for the office employees because the employees now do not have to go their superiors again and again for necessary instructions or guidance. This would decrease the time wastage.

Contents of an Office Manual : An office manual basically consists of–

1) **General Information :** Names, address, structure of the company, the nature and business of the company, etc are included in this category.
2) **General Office Rules and Regulations :** This includes office timings, leave rules, salary formats, compensations, medical benefits, etc.
3) **General Office Facilities :** This includes the location of the rest rooms, the lunch rooms, the dispensaries, the reading rooms, etc.
4) **Safety Instructions :** Here a complete detail of how to exit during a fire alarm, or serious illness or any other emergency is given so that the employees are well aware of the safety exit.
5) **Relations Between the Executives :** The relations between the employees and supervisors are given in detail so that everyone is well aware about the relationships that exists between them and no one is confused as to whom to report.
6) **Job Descriptions :** It gives a clear picture of what each and every employee is supposed to do in his or her job. This decreases the confusion.
7) **Organisational Policies :** This contains all the training and development programmes, then which advertising media should be adopted, etc.
8) **Appendix :** This includes all the various forms used by the different departments of the office.

Advantages of Office Manual :

- Decision making by the supervisors would be much more easier because the duties would be very well instructed.
- Execution of the work would be done in a more effective manner.
- It also helps in training the new employees.
- It is also helpful in very large Organisations where there are many branches because this manual helps to know each one's duty without going from branch to branch.

Disadvantages of Office Manual :

- The manual should be kept up-to-date which is sometimes very difficult.
- Small Organisations cannot afford to keep a manual because it is very time consuming and costly.



CHECK YOUR PROGRESS

Q 3: Define Organisation chart.

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Q 4: Mention the contents of an office manual.

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7.7 LET US SUM UP

- In this unit we have discussed about the main principles of office Organisation. We have also discussed about the different types of Organisation mainly the line Organisation and the line and staff Organisation along with their advantages and disadvantages. This unit also tells us about the Organisation chart followed in the Organisations along with their advantages and disadvantages. Then we have further discussed about Organisation manuals where each and every detail of the Organisation is given. The advantages and disadvantages of the Office manual is also discussed.



7.8 FURTHER READING

1) Balachandran, V. and Chandrasekaran, V. (2009), Office Management, Published by Tata McGraw Hill Education Private Limited.

2) Chopra, R. K. and Chopra, Ankita (2009), Office Management, Published by Himalaya Publishing House.



7.9 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1 :

1) Principle of Objective : The objective of the Organisation should be in clear terms. It should be to the point and precise in nature.

There should be unity in the procedures of each and every department within the Organisation so that the objectives are laid down properly.

2) **Principle of Unity of Command :** In order to avoid conflict and miscommunication each and every employee should report to one person. The main head should be one so that the employees are not confused and they can be guided by a single individual.
3) **Principle of Inter-Related Function :** Today in an Organisation there exists various departments and each department is mutually exclusive from each other. The functions of each and every department may be different but they must be consistent with each others' functions. This way the objectives and the functions are coordinated amongst themselves.
4) **Principle of Definition :** The responsibilities, the duties, etc have to be clearly defined for each and every individual because if it's not defined properly, then the tasks would not be completed in time.
5) **Principle of Span of Control :** It is the maximum number of persons that a supervisor can effectively supervise in order to get the things done. It is always limited to a certain number. The most common number of employees or persons under a supervisor is 6.

Ans. to Q. No. 2 : The two advantages of line and staff Organisation are :

1) Encourages training and development programmes.
2) Unity of command and unity of direction is followed completely.

Ans. to Q. No. 3 : Organisation chart is a chart where every aspect of the Organisation including their functions and relationships are shown in a diagrammatic manner. It gives a clear picture of the flow of work, the directions and the span of control in the Organisation. This chart also indicates properly that who reports to whom.

Ans. to Q. No. 4 : The contents of an office manual are :

1) General Information
2) General Office Rules and Regulations
3) General Office Facilities

4) Safety Instructions
5) Relations between the executives
6) Job Descriptions
7) Organisational Policies
8) Appendix



7.10 MODEL QUESTIONS

Q 1 : Discuss the principles of office Organisation.

Q 2 : What are the advantages and disadvantages of line Organisation?

Q 3 : On what basis are the Organisation charts divided? Discuss each one of them.

Q 4 : Define Office manual. What are the advantages and disadvantages of office manual?

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UNIT 8 : OFFICE COMMUNICATION

UNIT STRUCTURE

8.1 Learning Objectives

8.2 Introduction

8.3 Meaning of Office Communication and its basic Features

8.4 Importance of Communication

8.5 Process of Communication

8.6 Internal and External Communication

- 8.6.1 Internal Communication
- 8.6.2 External Communication

8.7 Barriers to Communication

8.8 Good Communication : Ten Commandments

8.9 Mail Services and Organisation of the Mail Section

- 8.9.1 Handling Inward Mail
- 8.9.2 Handling Outward Mail

8.10 Arrangements with Post Offices and Mechanization of Mail Service

8.11 Let Us Sum Up

8.12 Further Reading

8.13 Answers to Check Your Progress

8.14 Model Questions

8.1 LEARNING OBJECTIVES

After going through this unit, you will be able to:

- learn the meaning of communication and its basic features and principles
- discuss the process of office communication
- describe internal communication and external communication
- learn the mail sevices and organisation of the mailing section.

8.2 INTRODUCTION

Communication plays an important role in every person's life, whether it is personal or official. In the previous unit we have discussed about office organisation, the different types office organisation like line, line and staff and services organisation, office charts and manuals. Now, in this unit we are going to discuss the concept of communication and its importance in an organisation or office as it contributes heavily to the success or failure of every employees task in an office.

In general, Communication means a process of transforming information and facts from one party to the other. In an organisation, it is only through communication that all the important functions like controlling, information, instructing, directing and monitoring etc. are carried out. Also, to avoid grievances and misunderstanding at office it is very important that proper and correct communication takes place at office. Mutual trust and understanding among the employees can only be achieved through meaningful communication.

The objective of this unit is to create an understanding of the meaning and importance of communication and process of communication, and at the end of this unit you will get some idea on the mail sevice and organisation of the mailing section.

8.3 MEANING OF COMMUNICATION AND ITS BASIC FEATURES

Communication has been defined in numerous ways. The one meaning that is chosen for the purpose of the present study is : ''Communication is a mutual exchange of facts, thoughts and perception, resulting in common understanding of fall parties''. According to L. A. Allen, "Communication is the sum of all the things one person does when he wants to create understanding in the mind of another". Communication is a bridge of meaning between people. The following are some of the definitions of communication given by different scholars :

- Webster dictionary states that communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior.
- Peter Little defines communication as “communication is a process by which information is passed between individuals and/or organisation by means of previously agreed symbols.

The following are some of the essential features of communication :

1) **Two Individual :** Communication always involves two individual; a sender and a receiver. One person cannot communicate, the communication process should take place between two individual.
2) **Sequential Process :** Communication is a process, which involves several steps. First, the sender has an idea or thought to communicate. Second, the idea is translated into recognizable form, called encoding information. Third, the encoded message travels through various communication channels like telephone, mail routes etc. Fourth, once the receiver gets the message, he begins to decode the message. Finally the communication takes place.
3) **Continuous Activity :** Communication is a continuous activity as the manager communicates everything with his subordinates, peers and superiors in order to get things done.
4) **Permeative Function :** Communication takes place at all levels in an organisation may it top, middle or lower. It is the artery of an organisation through which instructions, order and decisions of the management flow from one level to other level.
5) **Transference of Meaning and Understanding :** Communication involves both information and understanding. Effective communication is the process of sending a massage in such a way that the massage received is meaningful as intended by the sender.



CHECK YOUR PROGRESS

Q 1: Define Communication.

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Q 2: State True/False :

a) Decoding is a process through which ideas are converted into a form that can be transmitted to others. (True/False)

b) Communication takes place at all levels in an organisation. (True/ False)

8.4 IMPORTANCE OF COMMUNICATION

Communication is important at all levels of an organisation and it is needed by all employees. Communication is important because of the following reasons :

1) **Basis of Action :** Getting the right information to and from the correct sources is necessary for an organisation to function properly. Communication keeps the people working in accordance with desires of the manager and is the basis of Action.

2) **Facilitates Planning :** Communication helps in planning process in a number of ways:
   i) It helps the employees to interact and provide vital inputs to plan
   ii) It helps the employees to create good rapport with subordinates and seek their opinions and provide realistic information
   iii) It helps the employees to communicate what is contained in the plans in a clear way and secure their acceptance.

3) **Helps in Decision-Making :** Communication helps in Decision-making. It provides the right type of information to a manager and enables him to consider the pros and cons thoroughly before arriving at a decision.

4) **Means of Co-ordination :** In the words of Hicks, “when communication

stops, organized action comes to an end". So, in the absence of communication, members may fail to realize the importance of working united towards a common goal.

5) **Improves Motivation and Morale :** Employees in an organisation can communicate their grievances, troubles, problems to the management and managers in turn, can explain the importance of organisational rules, policies and procedures properly.

8.5 PROCESS OF COMMUNICATION

Communication always go through a process. The process of communication involves the following steps:

1) **Sender :** The sender is any one who wishes (i) to convey an idea (ii) to seek information (iii) to express a thought or emotions to others.
2) **Encoding :** Encoding is the activity of converting data or information into code. The sender encodes the idea by selecting symbols with which he or she can compose a message.
3) **Message :** A message is the information that is conveyed by the sender.
4) **Channel :** A channel is a path through which the message is sent. The message is sent through a channel, which is communication carrier.
5) **Receiver :** The receiver is the person who is supposed to receive the message.
6) **Decoding :** Decoding is the activity of converting code into plain text. It is the process by which the receiver translates the message into the terms that are meaningful to him/her.
7) **Feedback :** It is the response by the receiver to the sender's message.
8) **Noise:** It is any type of interference with a message that hampers the sharing of meaning between the sender and the receiver.



Encoding : The process through which ideas or concepts are converted into a form of that can be transmitted to others.

Decode : The process through which information received through communication is converted back into ideas or concepts.

The following figure 5.1 shows the graphical representation of communication process :

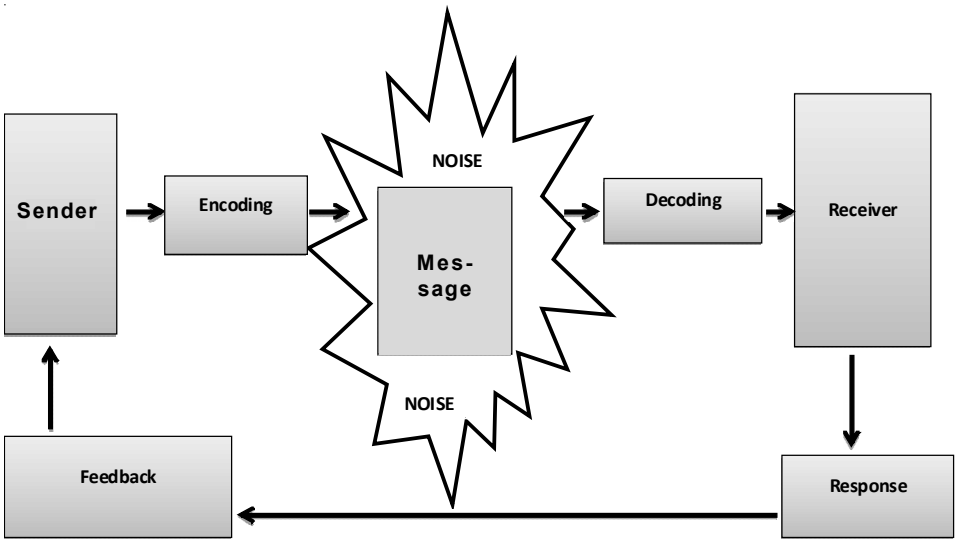


Fig. 8.1 : Communication Process



CHECK YOUR PROGRESS

Q 3: Write any two importance of communication.

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Q 4: What is Encoding?

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8.6 INTERNAL AND EXTERNAL COMMUNICATION

Internal communication denotes a type of communication which occurs within the organisation. When the inter-communication takes place between the employees of the same department, it is called intra-departmental communication and when it takes place between the employees of different departments of the same organisation, it is called inter-departmental communication. The internal communications includes letters, memos, notices, instructions and orders.

The communication between the organisation and the outsiders is called external communication. External communication is needed for smooth running and the progress of the business.

Let us discuss the internal and external communication in detail in the following sections.

8.6.1 Internal Communication

Internal communication is also known as inter-communication which is a major function of an office. For a small organisation, where there are 10-20 employees there is no problem of internal communication but in an organisation where there are large numbers of employees, the problem of effective communication takes place. In a big organisation having a number of departments or sections the internal communication can be divided into two types. They are:

1) **Intra-departmental :** Communication that takes place between the employees of the same department.
2) **Inter-department :** Communication that takes place between different departments of the organisation.

Again, there are communication that flows upward or downward. Upward communication is that where the communication flows from bottom to top i.e. subordinate to superior. It includes reports, statistics, opinion, suggestions, complaints, etc. submitted by the lower level employees. Downward communication is that where the communication flows from top to bottom i.e. from superiors to subordinates. Downward communications include policies, manual, instruction, procedures etc. Internal communications include :

a) Oral communication
b) Written Communication
c) Mechanical Communication

1) **Oral Communication :** Oral communication is the process of expressing information or ideas by word of mouth. Speeches,

presentations, discussions are all forms of oral communication. Oral communication is generally happens when the communication matter is of temporary kind or where a direct interaction is required. Face to face communication (meetings, lectures, conferences, interviews, etc.) is significant so as to build a rapport and trust with each other. The types of Oral Communication include:

a) Face to face communication,
b) Telephonic Communication,
c) Public Address System (Speech),
d) Informal rumor mill (Grape Wine),
e) Audio & Visual Media (Radio, TV),
f) Lectures, Conference-Interchange of views, Meetings,

2) **Written Communication :** Written communication involves any types of message that makes use of written word. It is the most important and the most effective of any mode of communication. Effective writing involves careful choice of words, their organisation in correct order in sentences formation as well as cohesive composition of sentences. Also, writing is more valid and reliable than speech. The different types of Written communication are:

a) Orders, Instructions
b) Letters
c) Memos
d) Reports
e) Policy manuals
f) Information Bulletin
g) Complaint System
h) Suggestion System

3) **Mechanical Communication :** Under this communication system, written messages are mechanically delivered to the persons concerned. There are some devices used for delivery

of the messages. The devices are:

a) Tele-printer

b) Automatic Telex Service

c) Television

d) Videophone system

8.6.2 External Communication

External communication is the transmission of information between the employees in the organisation and another person of an entity which is external. Every organisation has to maintain an affair with suppliers, investors, dealers, customers, debtors and creditors. It is the exchange of information and messages between an organisation and other organisations, groups, or individuals outside its formal structure. There are variety of channels that may be used for external communication, which includes face-to-face meetings, print or broadcast media, and electronic communication technologies such as the Internet. External communication includes the fields of PR, media relations, advertising, and marketing management. There are several methods of external communication:

a) Personal visit

b) Telephone

c) Postal services

d) Electronic medium



CHECK YOUR PROGRESS

Q 5: Write down any three types of Written Communication :

a) .....

b) .....

c) .....

Q 6: Write down any three methods of external communication :

a) .....

b) .....

c) .....

8.7 BARRIERS TO COMMUNICATION

When there is communication, then there is grapevine i.e. an informal communication takes place. Grapevine is a form of informal communication by which people communicates each other without any formal format of communication. The name is called 'Grapevine' because like that of a grape vine it's impossible to find the origin of information which results in spread of rumors. It is actually a type of communication where information spreads through gossips or rumors and are not accurate at all the time.

Several factors may disrupt the communication process or come in the way of effective communication. The following diagram shows some of barriers to communication.

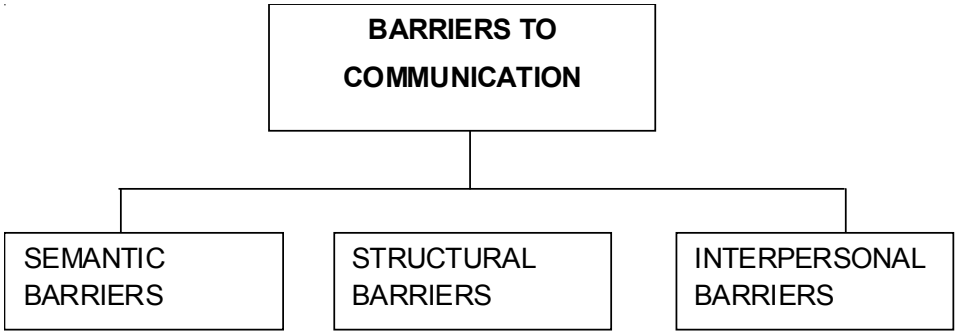


Fig. 8.2 : Barriers to Communication

A) Semantic Barriers : Many of our communication problems are semantic in nature, as the same word may convey a different meaning to different people. For example the word 'productivity', may mean effective usage of resource for manager but for workers it may mean doing more work to get the same amount of salary.

B) Structural Barriers :

a) Hierarchy : When an organisation grows, its structure expands, creating many communication problems. Messages have to pass through several

hierarchical levels. It follows that something may be lost or added by transmission at each stage of process and level. Massages are likely to be delayed and distorted.

b) **Status :** Open and free flow of communication is also affected by status relationship in the organisation.

c) **Specialization :** Too much fragmentation of work causes people to be more loyal to their particular departments than to their organisation as a whole. It tends to separate people even when they work side by side.

C) Interpersonal Barriers :

a) **Can't Express Effectively :** Some people cannot communicate effectively because they cannot use their words and personality effectively.

b) **Filtering :** Any attempt to alter and color information to present a more favourable impression is called filtering.

c) **Credibility :** Credibility is based on a person's competence in the subject area being communicated, and is based on the degree of confidence in the person.

d) **Attention :** Attention is very important in a communication process. People normaly hear but do not listen. Attention and listening is very important for an effective communication.

e) **Perceptual Differences :** Differences in past experiences, educational back ground, emotions, values, and beliefs also affect each person's perception of a message that is important to them.

f) **Information Overload :** The effectiveness of communication is likely to hamper when managers allow themselves to be flooded with bundles of data.

g) **Emotions :** How the receiver feels at the time of receipt of information influences effectively on how he/she interprets the information.

h) **Time Pressure :** Managers are often subjected to time pressure; because decisions must be made within specified deadline. Such time pressure can create communication problems.

8.8 GOOD COMMUNICATION : TEN COMMANDMENTS

The following are the 'Ten Commandments' that will help the employees at office to improve their communication skills:

1) **Clarity :** Clarity is very important in communication and the message should be clear and understandable.
2) **Purpose :** The purpose of each communication should be stated, then information should be obtained and then action should be initiated.
3) **Participation :** Participation on of the employees on planning a communication is important in an office for clarity. Participation helps to bring additional insight and objectivity to the message.
4) **Word Choice and Body Language :** Simple words and using them carefully is important so that they do not take on different meanings to different people.
5) **Empathy :** Empathy is the ability to identify with the various feelings and thoughts of another person.
6) **Actions :** Employers or the top level employees should support communication through good supervisory efforts, clear assignments of duties, fair rewards for effort, sound policy enforcement etc.
7) **Use of Feedback :** The individuals in an office should provide feedback, which provides an open channel, so that he/she can check on how the messages are being perceived.
8) **Communicate for Tomorrow as well as Today :** Communication must be planned with past in mind so as to support earlier decisions consistently.
9) **Be a Good Listener :** Each individual should not only concentrate on the explicit meaning that another person is expressing but also on the implicit meanings unspoken words etc. and should be a good listener.



CHECK YOUR PROGRESS

Q 7: Write down any two types of structural barriers to Communication.

a) .....

b) .....

Q 8: Write down any three commandments to good communication.

a) .....

b) .....

c) .....

8.9 MAIL SERVICES AND ORGANISATION OF MAIL SECTION

"Mail" may be described as the written communication that passes through the messenger service or the post office. Mail implies any written or digital communication exchanged by two or more parties. Mail may come in the form of letters, emails, text messages, voicemail, notes or postcards. The efficiency of mail handling determines the efficiency of office. Effective, planned, systemic handling of mail ensures better relationship with people inside and outside the organisation.

A proper organisation of mailing department is essential, for it ensures an efficient and economical performance of mailing service. The organisation should cover the following four phase of work:

- Opening, sorting and distribution of inward mail
- Collection of information for replies
- Typing and signing of replies
- Making up and dispatching the outward mail

Mail services are the written communication that passed through message or post office. Mails are of two types. They are:

a) Inward mail

b) Outward mail

8.9.1 Handling Inward Mail

Inward mail is the logical starting point of the work of the mail services of an organisation. The efficiency in handling inward mail has a great impact on the efficiency and success of the business as a whole. The following are the stages in handling inward mails:

1) **Receiving the Mail :** For every organisation the practices in receiving the mail are different. In small organisation the mails are received by the receptionist or the secretary but in large organisation a mailing department is there where clerks are assigned for receiving the mail.
2) **Opening the Mail :** Now a day's organizers are using letter openers. Before opening the office premises the mail should get ready for distribution in various departments. Once the mails are delivered the signature of the receiver shall be obtained in the register.
3) **Sorting the Mail :** The mails are sorted out and grouped according to the departments to which they are addressed.
4) **Scrutiny of Mail :** After opening the letter, the contents are scrutinsed. The enclosures are verified with the covering letter so as to find whether the contents are actually enclosed. If anything is missing then it should be brought to the notice of the office manager or supervisor.
5) **Stamping the Mail :** When the letters are opened they are stamped with the date of receipt, time etc. The letters are serially numbered.
6) **Recording the Mail :** Many organisations like banks, government offices etc used "inward mail register" for keeping the records.
7) **Distributing the Mail :** The mail distribution and delivery is the last stage of handling inward mails. At the time of delivery, the messenger should get the signature of the person receiving the mail, on the register.

8.9.2 Handling Outward Mails

The mails which are supplied by the business houses to other establishments are called outward mail. Handling outward mail is much more complicated then handling inward mail. It requires understanding of postal regulations and rates, timing of postal clearance, postal facilities available etc. The following are the stages of outward mail handling :

1) **Drafting the Letters :** All the outward letters should be properly drafted, dated and should be well typed.
2) **Signature and Reference :** The particular authority re authorized to sign the mails. The letters, circulars are signed by the junior officers but the cheques, orders are signed by the authorized persons.
3) **Collection of Outward Mail :** The mailing department messenger visits the different departments at the specified time and collect the letters from the outgoing mail box.
4) **Maintenance of Outward Mail Register :** Before posting the letters, the information related to letters are recorded in the outward mail register. The letters are sent through post office.
5) **Folding the Letters :** The letters are properly folded and put in the envelope. They are folded in such a way that the address is visible through transparent window on the envelope or in the cover.
6) **Preparation of Envelopes :** The envelopes must be correctly written with the address of the receiver. Correct address with correct pin code ensures the speed and accuracy in delivery
7) **Sealing and Stamping :** The envelope should be properly glued with tape or gum. They should be sealed with resin or in accordance with the postal rules, when valuable documents are sent by registered post with acknowledgement. Now a days, mails are sent through private courier service for speedy delivery, the messenger must be arranged to collect the proof of delivery

from the courier office.

8) **Posting :** All unregistered mails are put in the postbox of the post office. The envelope should be written with “special terms” such as VPP, registered with AD etc.



CHECK YOUR PROGRESS

Q 9: Define ‘Mail’.

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.....

Q 10: What is Inward Mail?

.....

.....

8.10 ARRANGEMENT WITH POST OFFICE AND MECHANIZATION OF MAIL SERVICES

The small organisations often prefer to have inward mail dropped into their letter boxes twice/thrice daily by the postman and they drop their outward mail in the nearest post box or post offices. Many mechanical aids have been devised for use in mailing department. The use of mail services has the following uses, they are :

a) Eliminate wastage
b) Increase speed of operations
c) Accuracy
d) Speed up the delivery of reports

Mechanization of Mail Services : The devices that can be used in the mailing department are :

1) **Letter Opening Machine :** It is a device used for opening envelopes of different sizes at great speed, 50-200 envelopes can be opened per minute, depending upon whether it is manually or electrically operated.



Fig. 8.3 : Letter Opening Machine

2) **Time Recording Machines :** This device is used to record time and date of receipt or dispatch of mail. These are electronic clock which print the time and date when envelopes are inserted in them.

3) **Addressing Machines :** A printer that automatically prints addresses on letters for mail which are sent to the regular correspondents.



Fig. 8.4 : Addressing Machine

4) **Folding Machines :** Folding machines are very beneficial for medium to large volumes of mail. They are generally easy to set up and operate. They require much less time than folding by hand and produce neater results.



Fig. 8.5 : Folding Machine

5) **Sealing Machine :** Sealing machines reduce the time and effort needed to seal envelopes by eliminating the need to manually wet and fold the flap. They come in two varieties: 'Automatic and Manual'. An automatic envelope sealer can process a stack of envelopes by individually feeding them through the machine. On the other hand, a manual envelope sealer has to be hand fed and can only process one at a time.



Fig. 8.6 : Sealing Machine

6) **Inserting Machine :** Inserting machines combines the work of several machines into one. It folds a sheet of paper, inserts it into an envelope, and then seals the envelope. There are various types of folder inserters for different volumes of mail. Many folder inserters are programmable and allow the employees office to store jobs for frequent mailings.



Fig. 8.7 : Inserting Machine

7) **Mail Tabbers :** Mail Tabbers are an economical alternative to using envelopes that save both time and money. A tabber places a small adhesive tab on folded sheets of paper to keep them shut. The location of the tab can be adjusted on the tabber machine. Tabbers provide a tight and secure seal and are useful for mass mailings and brochures.

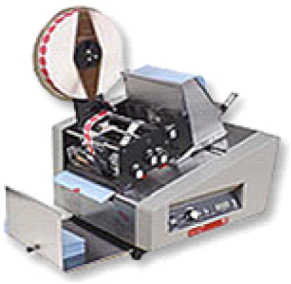


Fig. 8.8 : Mail Tabbers

8) **Franking Machine :** Franking Machines are machines that automatically stamps letters or packages passing through it and computes the total postal charge.



Fig. 8.9 : Franking Machine



8.11 LET US SUM UP

In this unit we have discussed the following :

- Communication is a mutual exchange of facts, thoughts and perception, resulting in common understanding of fall parties.
- Communication plays an important role in an organisation. So, the importance of communication are (1) basis of action (2) facilities planning (3) helps in decision-making (4)means of coordination (5) improves motivation and morale.
- There are is a process of communication which involves the following steps : (1)sender (2) encoding (3) message (4) channel (5) receiver (6) decoding (7) feedback (8) noise
- There is internal and external communication. Internal communication denotes a type of communication within the organisation and the communication between the organisation and the outsiders is called external communication.
- There are various barriers to communication they are : (a) semantic barriers (b) interpersonal barriers (c) structural barriers
- To make communication effective there are ten commandments that may help a manager improve his communication skills: (a) clarity (b) purpose (c) physical and human setting (d) participation (e) word choice and body language (f) empathy (g) actions (h) use of feedback (i) communicate for tomorrow as well as today and (j) be a good listener.
- We have discussed about mail services and organisation of mail section. Mail services are the written communication that passed through message or post office.
- Mails are of two types. (a) Inward mail (b) outward mail
- The use of mail services has the following uses, they are : (a) eliminate wastage (b) increase speed of operations (c) accuracy (d) speed up the delivery of reports.

8.12 FURTHER READING

1) Balachandran (2009); Office Management; Tata McGraw-Hill Education, India.
2) Bhatia, Dr. R. C. (2005); Principles of Office Management; Lotus Press; India.
3) Bhatnagar, S. K. (2011); Office Management; Frank Brothers; India.
4) Chakravarti, B. K. (2006); Concept of Front Office Management, APH Publishing; India.
5) Dix, Colin and Baird, Chris (2006); Front Office Operations, Pearson Education India.
6) Dubey, N. B. (2009); Office Management: Developing Skills for Smooth Functioning, Global India Publications; India.

8. 13 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1 : Communication is the sum of all the things one person does when he wants to create understanding in the mind of another

Ans. to Q. No. 2 : a) False, b) True

Ans. to Q. No. 3 : a) Facilities planning, b) Means of coordination.

Ans. to Q. No. 4 : Encoding is that where he sender encodes the idea by selecting symbols with which he or she can compose a massage.

Ans. to Q. No. 5 : a) Orders, Instructions, b) Letters, c) Memos

Ans. to Q. No. 6 : Personal visit, Telephone and Postal services.

Ans. to Q. No. 7 : Hierarchy and Specialization.

Ans. to Q. No. 8 : Clarity, Participation and Word choice & body language.

Ans. to Q. No. 9 : “Mail” may be described as the written communication that passes through the messenger service or the post office.

Ans. to Q. No. 10 : Inward mail is the logical starting point of the work of the mail services of an organisation. The efficiency in handling inward mail has a great impact on the efficiency and success of the business as a whole.

8.14 MODEL QUESTION

Q 1 : "Communication is a very important function of any business". Discuss the importance of Communication.

Q 2 : Discuss the different types of Communication. Suggest some measures to remove barriers to Communication.

Q 3 : What do you understand by Communication? State the features of Communication.

Q 4 : What is Internal and External Communication?

Q 5 : Write down the process of Communication.

Q 6 : Write a note on :

a) Semantic barriers

b) Interpersonal barriers

c) Structural barriers.

*** ***** ***

UNIT 9 : FILING AND INDEXING

UNIT STRUCTURE

9.1 Learning Objectives

9.2 Introduction

9.3 Concept and Meaning of Filing

9.4 Objectives and Importance of Filing

9.5 Classification and Arrangement of Papers for Filing

9.6 Methods of Filing System

- 9.6.1 Conventional Method of Filing
- 9.6.2 Modern Method of filing

9.7 Centralized and Decentralized Filing Systems

9.8 Indexing

9.9 Let Us Sum Up

9.10 Further Reading

9.11 Answers to Check Your Progress

9.12 Model Questions

9.1 LEARNING OBJECTIVES

After going through this unit, you will be able to :

- discuss the concept and meaning of filing system
- describe the objectives and importance of filing
- learn classification and arrangement of papers for filling
- learn the different methods of filling system
- discuss about centralized and decentralized filing systems.

9.2 INTRODUCTION

In this unit we are going to discuss the various concepts related to filing system in office management. A well-planned system contributes significantly to efficiency of operation as well as to the image of an organization. Whether records are filed in a computer or in a cabinet, they have to be readily accessible as and when required. Filling is the practice of

maintaining the records of an organization from the time they are created up to their ultimate disposal. This process includes classifying, storing, securing, and destruction of records. So, in this unit we will discuss the objectives and importance of filing system and will able to get some idea on the classification of papers for filing and the various methods of filing system.

9.3 CONCEPT AND MEANING OF FILLING

To know the concept of filling, first we have to go through the meaning of record management. Records management is the field of management which deals with the aspects regarding systematic control of creation, receipt, maintenance, use, and disposition of records, including processes of maintaining evidence and information about business activities and transactions in the form of records in an organization. Records need to be managed in a meaningful and systematic way so that they can be easily accessed and used in the course of daily business functions in an office. So, filling is a form of record management where documents are filed in a systematic order so that they can be easily available for the future and also to preserve the important documents for future.

According to Zene K. Quible: “Filing is one of the activities in the records management programme which involves systematically classifying, coding, arranging and placing of records in storage”.

9.4 OBJECTIVES AND IMPORTANCE OF FILING

The importance of filing in an organization arises from the fact that large number of papers and documents cannot be preserved and handled without proper arrangement. Filing is an important function of modern office because of the following reasons:

a) Filing is helpful to protect records from dust and dampness.
b) It is very helpful in settlement of disputes because it provides factual information.
c) It facilitates preservation of records to meet the legal requirements.
d) The previous records provides for future reference.

e) It is helpful to exercise a better control over sales and financial position.

f) By providing availability of previous records, it helps in the future planning of the organisation.

The following are some of the objectives of filling :

1) **Increases Productivity :** A functional office filing system will not only help officials of the organization to become more organized but it will also increase their productivity levels.

2) **Document the Program's Activities Effectively :** The programmes or the activities that are done in the organization are documented effectively.

3) **Identify Records Constantly :** Because the files are properly placed in the office, the records can be identified constantly.

4) **Retrieve Records Quickly :** Filing system helps in retrieval of records quickly and instantly.

5) **Link to the Records Schedules :** The contents of a file can be indexed for easy access.

6) **Time Savings :** Faster access and retrieval of information is possible if proper filing is done in an organization that helps in time saving. This leads to higher staff efficiency and productivity of the employees.

7) **Integrity and Continuity :** Filing helps in integrity and continuity of record keeping despite changes in office personnel

8) **Cost Savings :** Good filing system helps in using less office space for filing equipment and that helps in saving cost. For good filing, likelihood of litigation and losses resulting from lost documents gets reduced. Moreover, for good filing there is less likelihood of lost documents leading to unfavorable audit findings and penalties. The recovery of important records is likely to be less costly.



CHECK YOUR PROGRESS

Q.1 : What do you understand by is Filing?

.....

.....

.....

Q.2 : State any three objectives of Filing.

.....

.....

9.5 CLASSIFICATION AND ARRANGEMENT OF PAPERS FOR FILING

In order to make files promptly available, it is necessary that they should be given proper titles and classified or grouped according to some fixed basis.

Paper filing classification is the process of selecting headings under which documents are grouped or classified on the basis of common characteristics before filing takes place. The following are some of the classification and arrangement of filing.

1) **Alphabetical Filing System :** An alphabetical filing system works well when we need to retrieve names of people, customers, authors, names of movies, books etc. An alphabetical filing system is often the easiest system to use, because if the files are maintained in alphabetical order then it is easy to identify the files. An example of alphabetical filing system may be the telephone directory.
2) **Numerical Filing :** This type of filing system is used for date or number filing. For example, if we have receipts, dated events etc. In this system a number is allotted to each client/customer and the same number is put on all papers or documents relating to transactions with them. If one file contains records of more persons, decimal system may be used e.g., 10.1 denotes one person; 10.2 denotes another and so on. And these are file No. 10. To locate a

particular file, it is necessary to refer to an index. Therefore index cards are prepared and the file numbers are written on them and arranged in alphabetical order.

3) **The Alphabetical-Numerical or Alpha-Numerical Classification :** It is a combination of the alphabetical system and the numerical system. In this system each letter or sub-letter is given its own number and an index card is placed behind the guide card for each alphabetical section. The names and numbers of all the folders are mentioned in numerical order behind each card. The colored guide cards are used to sub-divide for folders into groups to facilitate their speedy location. For instance, the folders and files of XYZ firm can be arranged in a Alpha-Numerical manner and the first group may be 15/CV/O1234, where 04 is the year, CV is the resume and the four digit number may be the employee number (shown in the following figure).

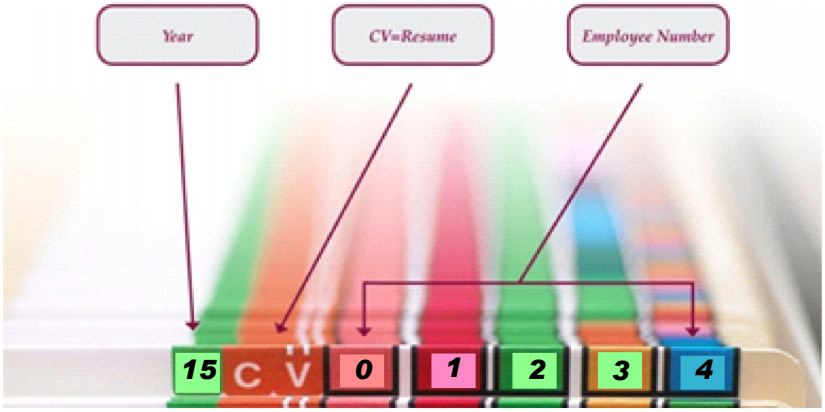


Fig. 9.1 : Alpha-Numerical filing

4) **Geographical Classification :** Geographical filing system is an arrangement of files that are related to countries, towns, other areas in an alphabetical order. It is convenient to use the geographical system for major groupings and then introduction of alphabetical order. The area over which the activities of a firm are spread may be divided into a number of regions and the papers are filed on the basis of locality. The files which contain the correspondence of one locality are arranged state wise, city wise, etc. This system is generally used by banks, insurance, departmental stores, etc.

5) **Subject wise Classification :** In this classification of filing, records are filed according to the nature of their subjects or contents. This system can be efficiently adopted by a concern which may classify correspondence into well-defined groups. Papers are first arranged subject wise and then in alphabetical order. There may be order file, invoice file, complaint file, etc. Papers on a particular subject are arranged and put together, rearranged alphabetically or numerically and filed accordingly.

6) **Chronological Classification :** Various records are identified and arranged in date wise order and also according to the time of the day. For examples, newspapers, current prices, market reports etc. It is a useful system if dates are known.

7) **Topic Order Classification :** This type of classification is useful when in retrieving information when the work or study is in a variety of subject areas. For example, if we work for lawyer, then we could have subject headings of contract, constitutional law, torts, administrative law, international law etc. And according to that the files and folder were classified and arranged.

8) **Color Coding :** This is used for creative filing and is especially effective for those with good visual recall. It can also help with cross-referencing with color coding used for projects.



CHECK YOUR PROGRESS

Q.3 : What is Alphabetical filing system?

.....

.....

Q.4 : What is Alpha-Numerical classification of filing system?

.....

.....

9.6 METHODS OF FILING SYSTEM

There are mainly two methods of filing system which are based on different types of equipments used for filing system. The methods of filing system can be described as follows:

a) Conventional method or Old method

b) Modern Methods

   i) Horizontal filing

   ii) Vertical filing

9.6.1 Conventional Method of Filing

The conventional method is the old method of filing system which were commonly used in the offices, but now-a days the conventional methods are been replaced by modern methods. The types of conventional method that are still used in many offices are as follows:

a) Metal Holders : In this method of filing, the papers and documents are held together in metal holders. The papers are placed in chronological order.



Fig. 9.2 : Metal Holders

b) Card Board Files : Card board holders are used in many office organizations. It is made up of foolscap paper with two pieces of stout paper attached on either side in the middle and there is long ribbon attached on the both side to hold the papers.

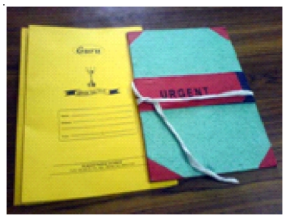


Fig. 9.3 : Card Board Files

c) **Spike or Pillar and Post Filing :** This type of filing is fitted with wooden stands which may be kept on the table or hung against the wall. A spike is lifted on a wooden disc which may be kept on the table or hung against the wall. The papers are punched into a metal spike and made to rest on the disc. This is the cheapest method of filing. But the method is not suitable where frequent reference to the documents has to be made.



Fig. 9.4 : Pillar and Post Filing

d) **Expanding Files :** Under this method, papers and documents are placed in letter or numbered pockets. This method of filing system is also used in many office organisations.



Fig. 9.5 : Expanding Files

e) **Concentrina Files :** This file is made up of cardboard and has a number of light cardboard pockets and is satisfactory for document under simple alphabetical classification. But it has a drawback of limited capacity.



Fig. 9.6 : Concentrina Files

f) Pigeon Hole Method of Filing : Pigeon hole cabinets featured numerous styles of filing systems. Pigeon-hole files had doors. A cupboard is divided into a number of tiny compartments and each compartment is allotted to letters alphabetically. The letters are folded and a brief description is made on the outside fold.

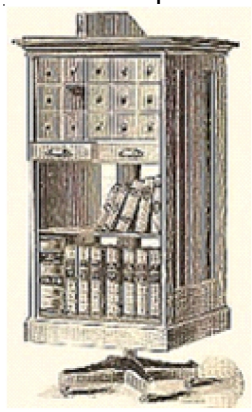


Fig. 9.7 : Pigeon Hole Method of Filing

9.6.2 Modern Method of Filing

In large organisation it was found that the conventional method of filing system difficult in order to maintain the files and that resulted in newly organised and maintained filing methods. Many sophisticated and improved filing equipment have been developed to the filing system of modern business and large organisation, which are classified as:

A) Horizontal Method

B) Vertical Method

A) Horizontal Method : In horizontal filing system, documents are placed in a horizontal position, one on the top of another in order of date and the latest document is kept on the top. The best example of horizontal filing is flat files and arch lever file. The types of horizontal methods are discussed below:

1) Flat Files : That files are cover of cardboard or thick papers, fitted with metal hinges with which to fasten the papers together. A separate cover (file) is allotted to each customer or subject, and all the correspondence and documents

relating to the customer or subject is placed in that cover in a chronological order. If a letter of paper related to more than one file, copies are made of it and placed in different covers. The paper to be filed is punched with a punching machine and is inserted in the file through the metal hinges. The files are placed horizontally one upon another. An index of files is generally prepared for quick reference. This index is displayed outside the almirah or drawer in which the files are kept.



Fig. 9.8 : Flat Files

2) **Arch Lever Files :** It is a very popular type of horizontal filing system which is used in an organization. It is a strong cardboard folder which contains strong metal arches which can be opened with the help of a lever. Records to be filed are punched with two holes with the help of the punching machine and the papers are then filed on the metal uprights, after the arch has been opened by the lever. The arch lever file facilitates alphabetical division which is done by inserting thick card at suitable places.



Fig. 9.9 : Arch Lever Files

The following are some of the Advantages and Disadvantages

of Horizontal Filing System :

Horizontal Filing has the following Advantages :

a) This system of filing is simple and any one can understand this easily.

b) The papers are kept in order in which they have been filed and these letters are punched and put through a metal hinge so that it cannot be misplaced.

c) This system facilitates speedy reference of letters because here letters are placed according to dates of receipts.

d) This system requires less space because the files are kept one over the other.

e) This method is economical to operate.

Disadvantages of Horizontal Filing :

a) It is unsuitable where volume of records is very high.

b) To take out any paper, other papers have to be dislocated as the papers are kept in the order in which they are received.

c) When a large number of papers are stored in one file, their location becomes somewhat difficult.

d) This system is less flexible and takes more time as compared to vertical system.

B) Vertical Filing System : This is the most modern system of filing. It has grown essentially out of the drawbacks and defects of the horizontal method. Because of its outright superiority to the horizontal method, vertical filing has come to be adopted by most of the modern offices aiming at efficiency in record keeping. Under this method, the papers and the files containing them are placed vertically or in a standing upright position which gives its name vertical files. The following are some of the used under vertical filing system :

a) Folder : Folders are the basic of vertical filing. They are made

of ***Manila*** paper or some other strong paper and are used to hold papers and documents. The back of the folder is slightly higher than the front. The extended back is used to write the contents and necessary details about the subject. When the folders are placed in the cabinet, the extended edges are visible in a sequence so that contents can be easily read.



Fig. 9.10 : Folders

Manila : A strong paper or thin cardboard.

b) Filing Cabinet : Filing cabinet are that where folders are kept vertically in a wooden or steel cabinet which consists of a number of drawers. The drawers are deep enough to permit folders to be placed in a vertical position. Each drawer is fitted with slider which pushes it backward or pulls it forward. In order to divide the drawer into convenient sections, guide cards are inserted at appropriate places.



Fig. 9.11 : Filing Cabinet

The following are some of the advantages and disadvantages of vertical filing.

Advantages of Vertical Filing :

1) Vertical filing allows ready reference of papers and documents.

The heading of each folder is visible from the extended edge of the back-sheet.

2) It is adaptable. The folders can be arranged according to any classification such as alphabetical, numerical and subject-wise.
3) It is economical as compared to the horizontal equipment as it can accommodate more papers.
4) It provides ample scope for expansion. While installing this type of equipment, adequate provision for expansion of the number of folders can be made in the drawers.

Disadvantages of Vertical Filing :

1) Vertical filing is not as fast as the other methods of filing such as visible card filing and rotary card filing.
2) There is always a possibility of folders slipping down the drawers. This may lead to unnecessary wear and tears of various folders.



CHECK YOUR PROGRESS

Q.5 : What is Conventional Method of Filing?

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Q.6 : What is Pigeon hole method of Filing?

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Q.7 : What is Flat File?

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9.7 CENTRALIZED AND DECENTRALIZED FILING SYSTEMS

Centralized Filing System : Centralized filing system places all records of the organization in one central location. The following are some of the features of centralized filing system :

a) All the flies are kept in one place.
b) All the files of general interest are kept by respective departments.
c) Although the files are held by the respective departments but are controlled and staffed from one central point.

The following are some of the advantages of centralized file system:

a) There is greater control over the files.
b) Uniformity and consistency is easier to maintain.
c) All important information is located in a central location.
d) The need for duplicate files is eliminated.
e) Storage of records requires less equipment and space.

Decentralized Filing Systems : Under decentralized filing system the record series are placed in different places within an office. It is most useful when only one individual requires access to a specific record series. The following are some of the advantages of decentralized file system:

a) There is less chance of folders being misfiled into the wrong record series.
b) Limited access to a record series leads to greater security and confidentiality.
c) The record series is physically located closer to the user.

In many organizations both the centralized and decentralized filing system are used as per the convenience. But the majority of the record series may be filed centrally.

9.8 INDEXING

Indexing is an important aid to filing. Filing and indexing are so interrelated that filing without indexing is incomplete and indexing without filing does not exist.

Indexing is the process of determining the name, subject or other captions under which the documents are filed. Index is a guide to records. The main purpose of an index is to facilitate the location of required files and papers. Index helps the staff to find out whether a particular file exists for a party or subject, and its place in the container. It also facilitates cross referencing. Where records are classified in numerical order, or subject wise an index is necessary.

Types of Index

Various types of indexes are used in different offices according to their requirements. The main types of indexes are:

1. Ordinary Page Index
2. Vertical Card Index
3. Visible Card Index
4. Strip Index
5. Wheel or Rotary Index

Let us now discuss the types of Index in the following ways:

1. Ordinary Page Index: It is similar to the subject index given at the end of standard books in

which the subject matter is alphabetically arranged and then relevant page numbers are given against each heading or sub-heading. Some times it consists of specially designed pages fitted with a tab indicating an alphabet and on each page the names or subjects starting with that alphabet are written along with the page numbers. This type of index can be (a) Bound Book index, (b) Loose Leaf index, or (c) Vowel Index.

2. Vertical Card Index: Under this system each subject, customer or document is allotted a separate card on which necessary information appears. The cards may be of small size (12.5 cms x 7.5 cms) or as per need. They are classified and arranged alphabetically, numerically, geographically or subjectwise. The alphabetical classification is more popular. In some cases more than one card may be prepared for the same set of information and each card may be arranged in different manner e.g. in library usually two cards are prepared for each book — one is arranged on the basis of author and the other on the basis of title of the book. The cards are filed vertically in steel or wooden drawers. A hole is punched into each card to keep the card in its proper place. Guide Cards may be used to indicate groups of cards in a class. This type of index is very popular in big offices.

3. Visible Card Index: Under this system, the cards are arranged flat in a shallow tray or metal frame. Each card is attached to metal hinge and

overlaps the one before it, so that name address and other particulars are visible without touching other cards. The frames or trays are attached vertically to the metal stands or they can be put horizontally into cabinets. The details of data can be written or typed on the front or back of the cards for reference.

4. Strip Index: In every office there is need for a list of names of parties to be maintained with their telephone numbers, addresses etc. A line entry on a narrow strip of card board can be prepared for a single item. These strips are arranged in a frame in such a way that they can be taken out and replaced with ease. Frames can be hanged on the wall or put on the table in a book form or even arranged on a rotary stand which can be turned round to look at any part of the index. This system is a variation of the visible card index, offers the same advantages and suffers from the same drawbacks.

5. Wheel or Rotary Index: Under this method cards are arranged around the hub of a wheel which may be portable. A single wheel can hold as many as 5000 cards. A card can be inserted or withdrawn without disturbing the other cards. Entries can also be made on the cards without removing from the wheel. The merits of this system are-quick and easy referencing, economy of time and efforts, economy of space, elasticity, etc. This indexing system has gained popularity because it is simple to operate.



9.9 LET US SUM UP

In this unit we have discussed the following :

- Filing is one of the activities in the records management programme which involves systematically classifying, coding, arranging and placing of records in storage
- The objectives of filling are (a) Increases productivity (b) Document the program's activities effectively (c) Identify records constantly (d) Retrieve records quickly (e) Time savings (f) Integrity and continuity
- The classification and arrangement of paper filing are (a) Alphabetical filing system (b) Numerical filing (c)The Alphabetical-Numerical or Alpha-

Numerical Classification (d) Geographical Classification (e) Subject wise Classification (f) Chronological Classification (g) Use a topic order (h) Color coding.

- There are mainly two methods of filing :
    a) Conventional method or Old method
    b) Modern Methods.
- Centralized filing places all records series in one central location in an office. It is most useful when the majority of individuals within an office require access to a majority of the files.
- Decentralized filing physically locates record series in different places within an office. It is most useful when only one individual requires access to a specific record series.
- Indexing is the process of determining the name, subject or other captions under which the documents are filed. Index is a guide to records. The main purpose of an index is to facilitate the location of required files and papers.The main types of indexes are:
    1. Ordinary Page Index
    2. Vertical Card Index
    3. Visible Card Index
    4. Strip Index
    5. Wheel or Rotary Index



9.10 FURTHER READING

1) Balachandran (2009); *Office Management;* Tata McGraw-Hill Education, India.
2) Bhatia, Dr. R. C. (2005); *Principles of Office Management*; Lotus Press; India.
3) Bhatnagar, S. K. (2011); *Office Management*; Frank Brothers; India.
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5) Dix, Colin and Baird, Chris (2006); *Front Office Operations,* Pearson Education India.

6) Dubey, N. B. (2009); *Office Management: Developing Skills for Smooth Functioning*, Global India Publications; India.

9.11 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1 : Filling is a form of record management where documents are filed in a systematic order so that they can be easily available for the future and also to preserve the important documents for future.

Ans. to Q. No. 2 : a) Time savings, b) Retrieve records quickly, c) Identify records constantly.

Ans. to Q. No. 3 : An alphabetical filing system is often the easiest system to use, because if the files are maintained in alphabetical order.

Ans. to Q. No. 4 : It is a combination of the alphabetical system and the numerical system.

Ans. to Q. No. 5 : The conventional method is the old method of filing system which were commonly used in the offices

Ans. to Q. No. 6 : A cupboard is divided into a number of tiny compartments and each compartment is allotted to letters alphabetically.

Ans. to Q. No. 7 : Flat Files are cover of cardboard or thick papers, fitted with metal hinges with which to fasten the papers together.

9.12 MODEL QUESTIONS

Q 1 : Discuss the importance of filing.

Q 2 : What are the changes in maintenance of files in a large organization in today's context?

Q 3 : What do you understand by filing system and also state its objectives.

Q 4 : Write down the methods of filing.

Q 5 : Write short note on :

a) Centralized Filing

b) Decentralized Filing

Q 6 : Write down the advantages and disadvantages of Vertical filing system.

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UNIT 10 : OFFICE STATIONERY

UNIT STRUCTURE

10.1 Learning Objectives

10.2 Introduction

10.3 Concept and meaning of office stationery

10.4 Types of office stationery

10.5 Control over office stationary and supplies

10.6 Standardization of Office supplies

10.7 Purchasing Office Stationaries and Supplies

10.8 Storage

10.9 Office Manager and Stationary control

10.10 Let Us Sum Up

10.11 Further Reading

10.12 Answers to Check Your Progress

10.13 Model Questions

10.1 LEARNING OBJECTIVES

After going through this unit, you will be able to :

- discuss the concept office stationary
- describe the types of ofice stationary
- discuss the selection of supplies and its control
- learn the standardization of office supplies
- discuss about office manager and stationary control

10.2 INTRODUCTION

In this unit we are going to discuss the various concepts related to office stationary. The office stationeries, is a group of commodity which is used to, or which is needed to, do the office job for completing the office job, as per the requirement and specification.

Every office has to maintain certain records, both in the form of filings, and in the way and method of information technology.These records which

has to be filed for a longer duration of time, has to be typed and preserved for a longer duration of time. Thus,the need of office stationeries came into place.

At the end of this unit you will be able to know about types of office stationary, selection of supplies,control of office stationary and supplies,standardization of Office supplies and office manager and stationary control.

10.3 CONCEPT AND MEANING OF OFFICE STATIONARY

Every modern office whether big or small requires a large variety of stationary and other articles in connection with its day-to-day work. Stationery and office supplies are described as “those expendable items which are consumed in daily operations and are usually thought of as items obtained from a stationer”. These includes items like paper, carbon papers , fax rolls, computer sheets and rolls, pens , pencils, erasers, sharpeners, ink, gum, adhesives tape, pins and paperclips, file fasteners, file boards and file boxes, ball pens and refills, paper rolls, cello tape, folders and labels, correction fluid and diluter, type calendar, stencils, paperknife, tags, sealing wax, stamps and stamp pads, envelope, Letterheads, writing pads, registers, file covers and so on. Office stationary and supplies are used by every employee throughout the organisation.

Every office work is performed with the help of office stationery and supplies. In modern office, computer is also used to reduce the need and importance of office stationery and supplies.

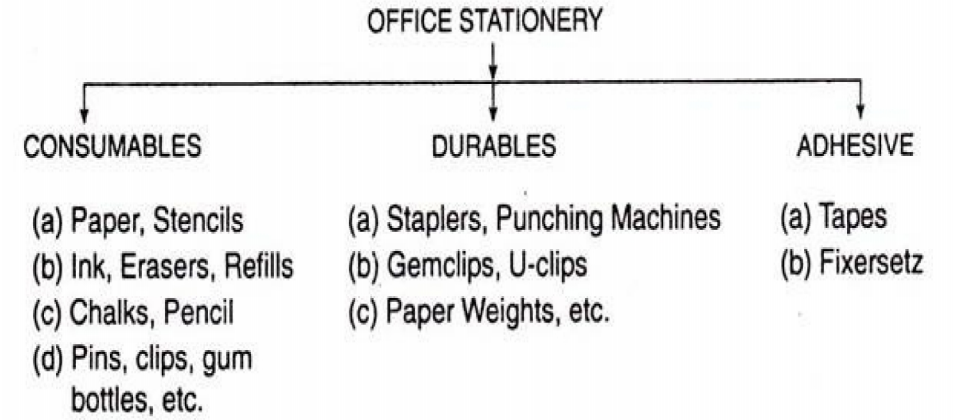
Office stationery and supplies occupies a significant place in office management from cost point of view. Generally, the value of office stationery and supplies is very small but used regularly in any office. As discussed above these includes paper, envelope, latter heads, paper pads, printed forms, rubber, carbon papers, ink, stencil, typewriter ribbons, pencils, correcting fluid, pens, gums, stamp pad, pins, duplicating paper, paper weight, file covers, duplicating ink, tag, clips, sealing wax, glue, and the like.

The effectiveness and efficiency of the office is based on the adequate availability of office stationery and forms. Every office staff must be provided with the best tools of right type in order to enable them to produce the best possible results.

A separate person is appointed to store the stationery and supplies and issue the same to the office employees. He has to determine the standards of supplies, purchase of supplies, storage of supplies; departmental control over supplies etc. Each of the stationery is manufactured by-different firms in different qualities. Each of the stationery is procured according to the needs of an office.

10.4 TYPES OF OFFICE STATIONERY

Office stationeries, broadly, can be divided into three categories:Cosumables, durables and adhesive.



Let us now discuss the types in the following ways:

Paper: Probably more paper is used in an office than any other single items of stationery. Papers are of various types: A4, A3, B4, B3. A4 and A3 paper are mostly used by every office.

Stencils: Stencils are of two types: (a) The back cover stencils (b) Without front cover stencils paper

The back cover stencil has a cover at the back. It has the main

paper, in which certain dimensions are inscribed on the front page, and is supported by a carbon paper in the middle. If any matter has to be duplicated the stencil is inserted into the type-writer for typing. While typing, if there is any mistake of words that has occurred, it can be corrected with a correction fluid and the spelling or the words can be corrected easily.

Once the entire matter is typed then the back cover is torn off and the stencil is put or inserted into the duplicator to get the duplicated copies, The other form of stencil paper is the without front cover stencil. In this the front cover is not there at all and a carbon paper is affixed to the back cover.

This is inserted in a scanning machine to scan the matter of duplication, so that the matter to be duplicated is seen on the paper. After the matter is scanned, the carbon paper is inserted into the duplicating machine, so that the duplicating matters are into our hand. The back cover here is torn off before inserting the paper into the duplicating machines.

Carbons: These are basically a paper which is black in color or blue in color at one side and a silver screen forming layer in the other side. The silver screen side of the paper is inserted into the typewriter, facing the characters of the typewriter, along with the paper in which the impression of the type-writer or the matter to be printed is obtained.

Erasers: Erasers are obtained in two forms:

1. Fluids for correction
2. Whiteners for covering the spelling or words.

Fluids are liquids, made of chemicals, which are sprayed over the stencils, while typing a matter on stencils duplicating.The fluid used over a spelling or a word typed by mistake forms a very thin layer of screen and the layer is microscopic. This cannot be seen by an ordinary eye.

After the fluid dries up, the screen formed used on the word or the spelling typed wrongly also dries up. Then the correct words are typed which are inscribed on the screen. This is how the fluid helps in correction on a stencil paper.

Whiteners are commonly known as “Erax”. These come along with a thinner, which is used to liquidity the whitener, if it solidifies when in contact with the air.Whiteners are spread on the characters wrongly typed, or on

the spelling wrongly typed, and it is allowed to dry. Once dried, the same space is reset in the typewriter for retyping the words or the character correctly.

Durables: In the durables, the commodities like stapler, punching machines, paper weights etc. needs neither any description nor any introduction.These commodities, if seen once, are good enough to understand what are they and what is the mechanism.These commodities are stored, used and maintained for a very longer duration of time, hence they are known as durables.

Adhesives: Adhesive are items like the tapes, quick-fix, etc. These are also made of chemicals and they are used in the office for fixing certain envelopes, parcels etc. which have to go out of the office

10.5 CONTROL OVER OFFICE STATIONARY AND SUPPLIES

One can-not think of running an office without stationeries and office supplies. Office stationeries are those expendable items which are necessary for and consumed in the daily operations but do not generally enter into finished product. Office stationeries and supplies comprise of office forms, letter-heads pads, rough-work pads, envelopes, pencils, pens, erasers, pins, tags, files and folders.

Office stationeries occupy a key position in the office activity because proper and efficient use of stationeries and supplies brings the following advantages to the firm.

(a) It provides better service at lowest cost.

(b) It occupies 30-40% of the non-salary cost and therefore is viewed seriously by the management.

(c) It facilitates smooth functioning of office work. The need for proper control of stationeries arise because it will cause the following difficulties. to the firm.

Control over stationery in stores may be exercised in the following ways:

1. **Fixation of Levels:** The simplest method of ensuring continuous supply of all stationery items is to determine the minimum, maximum and reorder levels of the stationary items. These levels may be fixed on the basis of past experience of the rate if consumption, the time taken for placing an order and arrival of fresh supplies etc.
2. **Two-Bin System:** The two bin system may be employed to keep in Bin-B some quantity of stock to be used to avoid the stock-out position. When the supplies of Bin-A have been exhausted, an order for the fresh supplies may be placed for its replenishment before the "reserved" stock in Bin-B is completely used up.
3. **Stock-Taking:** There are three methods of stock taking, they are: perpetual, continuous and periodic. Under perpetual stock-taking, the continuing of the quantities in stock is made at the time of receipts and issues. The system may be adopted for costly items and for those which are stored in large quantities so that pilferage may be avoided. Under the continuous stock-taking system, a fixed number of items are counted and checked daily so that the whole stock is checked in a fixed period of time. Under the periodic stock-taking system, all the items in stock are checked and counted only at the end of the financial year. Any or a combination of the three methods may be adopted in accordance with the firms requirement.



CHECK YOUR PROGRESS

Q.1 : Define Carbons

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Q.2 : State the three methods of Stock-Taking

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10.6 STANDARDIZATION OF OFFICE SUPPLIES

Standardisation of office supplies is an important job in any big office. Here, it means that stationery items should be identical in terms of quality, size and description. Standards can be laid down for almost every kind of stationery. The process of standardization involves the laying down of the exact size, quality, dimensions and other specification of each item of supplies. Standardisation has the following advantages:

i. It helps the office buyer to know the requirements of his/her office exactly and precisely
ii. It ensures uniformity in the specifications of the items required by the various departments.
iii. It encourages simplicity by eliminating unusual and complicated articles.
iv. It discourages the purchases of substandard supplies which lead to economies in usage and storage.
v. It makes bulk purchases possible, and the economy that flows from bulk purchases.

The criteria for selection of the various items of stationery should be clearly laid down. Due care should be taken before changing from one brand of supply to another. In an item is satisfactory, no purpose will be served by changing it for the sake of trying out a new brand. However, in some cases, a new product may be superior or better in quality. Hence, samples of those products should be tested from time to time under similar conditions; the service and efficiency claimed for them should be analysed; and if the price is higher, an attempt should be made to determine whether the difference in price is justified. This would give an idea whether a particular product should be replaces or continued.

10.7 PURCHASING OFFICE STATIONARIES AND SUPPLIES

Westing, Fine and Zene have enumerated six principles for the purchasing of stationaery and office supplies.Known as the six R's, these principles are:

a. Purchasing of the right quantity
b. Purchasing of the right quality
c. Purchasing from the right source
d. Purchasing at the right time
e. Purchasing at the right place and
f. Purchasing at the right price

While purchasing stationery, the following factors should be borne in mind:

a. The quantity should be sufficiently large to merit a lower price (quantity discount)
b. The cost of storage space
c. The usage of particular items ordered
d. The price in relation to the quantity of the material
e. The availability of funds; and
f. The possible obsolescence of any item that is proposed to be purchased.

A purchase of stationeries is generally done by two methods:

(1) Centralised Purchase or
(2) Decentralised Purchase.

Let us now discuss about the centralised and decentralised purchasing systems.

Under the centralized purchasing system, supplies are purchased by the central purchasing department located in one place, usually in Head Office or Registered office of the organisation. It is an arrangement by which the selection, ordering, receipt, inspection etc, of the supplies are centralised. This method offers the following advantages:

a. Centralized buying means bulk buying which means lower cost.
b. Centralization makes for the specialization of the purchasing function, better utilization of storage equipment and better utilization of stock
c. Centralized purchasing enables the management to have a better budgetary control, for all the purchases are supervised at one point.
d. It helps in the standardisation of supplies, forms and procedures.

Under decentralized purchasing, each branch, division or department of the organisation is allowed to make its own arrangement for the purchase of the office supplies by having its own separate purchase section.

A decentralised purchasing set up has the following advantages:

a. It has flexibility and cuts delays in the procurement of office supplies
b. Purchasing may be made according to the exact quality specifications and requirements of each department
c. The overheads of the centralized system are eliminated
d. The purchasing procedure can be shortened.

10.8 STORAGE

Stationery and supplies are no less important than cash. Therefore adequate attention should be paid to their storage. However, in most office, stationery is often placed on open shelves or in dark and gloomy cupboards; and it may be so badly stocked that it may be difficult to find an item. This attitude may prove very costly. Proper storage should ensure:

a. Minimum losses on account of pilferage, moisture, heat;
b. Issue of stores without any loss of time in searching for them
c. Ease in taking stock; and
d. Instant availability of the stock position and other facts and figures about the stores.

The principal factors to be kept in view with regard to storage are:

a. Location of the storeroom
b. Physical arrangement of the stationery in stock
c. Classification system
d. Storage equipment

Let us discuss these points in following ways:

1. **Location of the storeroom:** The location of a storeroom should be in a central place of the office and within easy reach of the various departments. It should be in a place which is lighted up by daylight; otherwise costly artificial lighting should be installed and used. All the

stocks should be concentrated in one room to save space, travel and labour and to facilitate supervision and control.

2. **Physical arrangement of stationery in stock:** stocks which are well arranged are not likely to suffer loss. A proper arrangement of stationery and supplies is necessary to facilitate easy access, instant issue, and eliminate delay. Stationery may be stored on open shelves, on rocks, in cabinets or almirahs, or in sealed and packed boxes or containers, depending on the value and nature of the items to be stored. In small offices, where the stocks are stored in the main office room cabinets or almirahs with doors should be provided; but in all enclosed stock rooms separated from the office, open shelves should be used because they are less expensive, more readily accessible and offer a larger storage space.
3. **Classification System:** To facilitate the location of any single item, the shelves should be numbered consecutively, and a loose leaf or card index should be kept up to date, from which the relative shelf number of any items may be obtained.
4. **Storage Equipment:** storage equipment includes cupboards, almirahs, bins, shelves, racks, ladders etc. It may be remembered that centralization ensures a better utilization of storage equipment. When stationery is stored in a department , a better looking and consequently more expensive set of shelves has to be provided; and there is some inevitable loss of shelf space.

10.9 OFFICE MANAGER AND STATIONARY CONTROL

The control of office stationery and supplies the office manager includes three things: quality, quantity and cost. Quality is secured through standard specifications, tests and inspection of materials before they are accepted. Only experience can determine the quantities which are to be stored and the quantities which should be ordered. The supplies should be made only on receipt of written requisition, from departments or sections with a view to avoiding waste of the company's property at all levels.

Sometimes it may cost more to put through the requisition for a pencil than the pencil s worth; but if the requisition is not asked for, it is quite possible that half a dozen or a dozen pencil may be taken. At the same time the office manager should keep a check to ensure that the stationery and supplies are purchased at a favorable price.

Since the office work is basically a service function, office manager performs a significant role in the performance of office work. The main functions of an office manager are explained below.

1. **Staffing:** An office manager is requested to recruit and select the office staff by the top management. For this purpose, he determines the number of staff required, their qualification and experience if any, decide the sources of recruitment, receiving applications, conduct the interviews and tests and finally select the right personnel.
2. **Leadership:** He has complete control over the work done in an office. An office manager is necessary for smooth, efficient and performance of office work economically in an organization. Being a leader of office, he is in charge of public relations and helps other departments to achieve their goals set forth.
3. **Training:**The need of training has been decided by office manager. Besides, the training programmes are also devised and imparted to the new recruits as well as existing staff. Orientation training programme has been provided to new staff and refresher course programme is provided to existing staff.
4. **Coordination:** The various activities of office staff are coordinate by the office manager. He has to bring coordination between the top management and the workers. He must please both the parties.
5. **Work Measurement:** An office manager devices method of work measurement in terms of the output of the staff. It is a difficult task. The reason is that the office work cannot be measured in physical terms. Hence, it is the duty of office manager to decide the accepted norms of work measurement.
6. **Motivation:** The efficiency of staff is increased by providing proper motivation. The type of motivation can be decided by the office manager.

The right type of motivation ensures effective and economical performance of work and lead to the promotion of the staff.

7. **Discipline:** The implementation of rules and regulation of office is in the hands of office manager. There should not be personal bias while implementing rules and regulations. He also attends to the grievances of office staff. In this way discipline is maintained.
8. **Accounting:** He/she has thorough knowledge on accounting. Every figure should be kept in finger tips.
9. **Stationery Control:** Office manager has to exercise proper control on stationery purchase and issue. For this purpose, he has to frame clear cut procedure for the purchase, for the issue and storage of office stationery.
10. **Secretarial Services:** All the accounts books are kept under the custody of office manager. An officer manager is responsible to conduct meetings, drafts reports and minutes etc. on behalf of secretary. In this way, he does the functions of secretary.
11. **Costing:** In small organization, an office manager is responsible to maintain costing records and do the costing work.
12. **Organizer:** The office work has been assessed and assigned to office staff according to their knowledge, ability, experience, qualification and the like by the office manager.
13. **Supervisor:** An office manager is head of office. Hence, it is the duty of office manager to supervise the office correspondences, procedures, policy implementation, record maintenance, filing, indexing and the like.



CHECK YOUR PROGRESS

Q.3 : Write the methods of purchase of stationeries

.....

.....

Q.4 : State the principal factors to be kept in view with regard to storage

.....

.....



10.10 LET US SUM UP

- Stationery and office supplies are described as "those expendable items which are consumed in daily operations and are usually thought of as items obtained from a stationer". These includes items like paper, carbon papers, fax rolls, computer sheets and rolls, pens, pencils, erasers, sharpeners, ink, gum, adhesives tape, pins and paperclips, file fasteners, file boards and file boxes, ball pens and refills, paper rolls, cello tape, folders and labels, correction fluid and diluter, type calendar, stencils, paperknife, tags, sealing wax, stamps and stamp pads, envelope, Letterheads, writing pads, registers, file covers and so on.
- Office stationeries, broadly, can be divided into three categories:Cosumables, durables and adhesive.
- Control over stationery in stores may be exercised in the following ways: Fixation of Levels, Two-Bin System and Stock-Taking.
- A purchase of stationeries is generally done by two methods:
  (1) Centralised Purchase or
  (2) Decentralised Purchase.
- Proper storage should ensure:
  a. Minimum losses on account of pilferage, moisture, heat;
  b. Issue of stores without any loss of time in searching for them;
  c. Ease in taking stock; and
  d. Instant availability of the stock position and other facts and figures about the stores.
- The principal factors to be kept in view with regard to storage are:
  a. Location of the storeroom
  b. Physical arrangement of the stationery in stock
  c. Classification system
  d. Storage equipment
- The main functions of an office manager are: Staffing, Leadership, Training,Coordination, Work Measurement, Motivation, Discipline, Accounting, Stationery Control, Secretarial Services, Supervisor, Organizer and Costing.

10.11 FURTHER READING

1) Balachandran (2009); *Office Management;* Tata McGraw-Hill Education, India.
2) Bhatia, Dr. R. C. (2005); *Principles of Office Management*; Lotus Press; India.
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5) Dix, Colin and Baird, Chris (2006); *Front Office Operations,* Pearson Education India.
6) Dubey, N. B. (2009); *Office Management: Developing Skills for Smooth Functioning*, Global India Publications; India.

10.12 ANSWERS TO CHECK YOUR PROGRESS

Ans. to Q. No. 1 : Carbons are basically a paper which is black in color or blue in color at one side and a silver screen forming layer in the other side.

Ans. to Q. No. 2 : The three methods of stock taking, they are: perpetual, continuous and periodic.

Ans. to Q. No. 3 : A purchase of stationeries is generally done by two methods:

(1) Centralised Purchase or

(2) Decentralised Purchase.

Ans. to Q. No. 4 : The principal factors to be kept in view with regard to storage are:

a. Location of the storeroom
b. Physical arrangement of the stationery in stock
c. Classification system
d. Storage equipment



10.13 MODEL QUESTIONS

Q 1 : Discuss the problems involved in the control of stationery.

Q 2 : Define office stationery.

Q 3 : Discuss the need for control over office stationery. Whether these should be centralised or decentralised.

Q 4 : Write the main functions of an office manager.

Q 5 : Write short note on :

a) Paper

b) stencils

c) centrlaised purchasing

*** ***** ***

UNIT 11 : OFFICE AUTOMATION

UNIT STRUCTURE

11.1 Learning Objectives

11.2 Introduction

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11.1 LEARNING OBJECTIVES

After going through this unit, you will be able to :

- discuss the uses and abuses of Labour saving appliances
- learn the various types of commonly used appliances

11.2 INTRODUCTION

In the previous unit we discussed about office stationaries and supplies. In this unit we are going to discuss about uses and abuses of Labour saving appliances. Modern offices are a reflection of the growing dependence on technology or mechanisation process for getting the job done. In fact the primary purpose of office automation is the minimal dependence on human labour and the optimum control and monitoring of organisation functions. Better known as the time and labour saving devices, these office machines and equipment that enable office automation have become an indispensable part of modern offices. There are several appliances that account for optimising office work, performance and productivity. Some of the common labour saving devices includes typewriters, accounting machines, calculators, franking machines, photocopier, telephones, facsimile, computer, scanner, printer etc. At the end of this unit you will be able to know the various types of commonly used appliances.

11.3 USES AND ABUSES OF LABOUR SAVING APPLIANCES

Office automation process through the use of diverse machines and equipment brings forth several benefits for the organisation, over and above the advantage of saving time and labour. However, the demerits or the disadvantages associated with the use of these labour saving devices cannot be ignored. Some of the uses and abuses have been stated as follows:

Uses of labour saving appliances:

1) ***Increase productivity:*** The labour saving devices relieve the man power from exertion in physical capacity and from limited performing working hours. Devices can be used for longer working hours thereby resulting in comparatively increased productivity.
2) ***Increase efficiency:*** One of the primary uses of labour saving devices is to increase efficiency by getting the job accomplished within comparatively lesser time than in case of being done manually. These devices enable to speed up work thereby increasing the efficiency level of job performance.
3) ***Increase accuracy:*** Office automation helps in minimising errors and thorough checking resulting in increased accuracy of the work done.
4) ***Reduce operating costs:*** Labour saving devices enable the reduced use of manual labour which in turn reduces the cost of engaging manual labour and efforts. Increase in productivity further facilitates reduction in the overall operating costs.
5) ***Better control:*** Since these devices help in minimising errors and allow better monitoring for checking performance, it further leads to better control of operations.
6) ***Breaks monotony:*** The use of devices and equipment in doing office work helps in breaking the monotony of work thereby resulting in increased involvement and satisfaction of the workers in their job performance.

Abuses of labour saving appliances:

1) ***Breaks employee morale:*** The introduction and use of machines and devices tend to disrupt the morale of employees since they fear loss of job and unemployment. Further, the need for skilled workers demotivates the less technically literate employees. This further leads to resistance by the employees and affects the working atmosphere adversely.
2) ***Increase costs:*** The whole process of office automation involves huge costs in the form of initial installation costs for different machines and equipment and also as maintenance costs. Further inadequate use may lead to idle machines resulting in idle costs and also breakdown and repair expenses.
3) ***Adaptation difficulty:*** Adapting the existing organisational system to new machines and devices is a difficult and time consuming procedure. Further, it does not guarantee success as early and easily as it may seem initially thereby leaving the changed system inflexible and rigid.
4) ***Increase in need for skilled employees:*** Use of machines demand highly skilled employees to operate them. As a result it demotivates the employees with lesser technical skills. It further raises the demand and costs of training facilities as well as higher payment to skilled workers.
5) ***Enthusiasm killer:*** Though automation helps to make the work interesting, systematic and organised for the workers, it also tends to make the work more routine and repetitive by nature. This and the too much dependence on machines and equipment eventually kill their enthusiasm and creativity resulting in a loss of spirit and lethargy amongst the workers.
6) ***Threat of obsolescence:*** The organisations that reap the benefits of automation are also under a constant threat of obsolescence of their machines and equipment. Especially in case of expensive ones which have lesser use or turn idle, the threat is of higher magnitude.

11.4 VARIOUS TYPES OF COMMONLY USED APPLIANCES

The commonly used appliances are : Typewriter, Duplicator, Accounting Machines, Addressing Machines, Calculator, Franking Machines, weighting and folding machine,Dictaphone, cash register, Time Recorder, Photocopier, Telephone, Facsimile, Computer, Scanner, Printer, Letter Opener and Time and date Stamps.

Let us now discuss these appliances:

- **TYPEWRITER:** One of the most popular mechanical devices in modern offices is the typewriter that enables easy and quick printing of characters and other written matter on paper by typing individual keys depending upon the requirements, typewriters may be made available in various languages. Typewriters facilitate the typing of letters and documents within very short time. There are different types of typewriters that are available and used depending upon the purpose and facilities offered by each. Some of the most common types are discussed as follows:

a) ***Standard typewriters:*** These are the standard office typewriters that facilitate the neat performance of any kind of paper work, especially in regard to printing of cheques, invoices, staff cards etc.

b) ***Noiseless typewriter:*** This is a special typewriter designed to minimise the noise effect of the typing bar on the paper. Used mostly in case of several typewriters that need to work simultaneously, these are a little costlier than the ordinary typewriters and are not suitable for multicopy work.

c) ***Portable typewriter:*** Meant for creating convenience of carrying around a typewriter, the portable typewriter is popular amongst the travellers and journalist who need to move around for work. These are lightweight and can be easily placed anywhere and carried in a briefcase.

d) ***Electric typewriter:*** The electric typewriter runs on power based motor that minimises the energy intake of the typist and helps to create uniform work despite the erratic fingers of the typist. It involves mere touching of a key to type the desired content and reduces the level of tiredness of the typist.

e) ***Variable type machine:*** These typewriters are suitable for typing matters in variable font sizes depending upon the content size.These machines have a variety of sizes and designs for the typed matter and are suitable for reports that need to vary the emphasis on words and any other content.

f) ***Automatic typewriter:*** These typewriters also run on power and can automatically type content from a previously punched matter. These are helpful in reducing time of producing typed matter and also minimising the level of tiredness of the typists. Depending on the need of non-standard matters like names and addresses, it may be added manually in between the automatic process.

- **DUPLICATOR:** Duplicators or Duplicating machines are office devices that help in preparing circulars, price lists, notices etc. from a master copy in huge numbers as compared to the limited capacity of a typewriter. When several copies of a matter is required and which cannot be catered through a typewriter, the duplicator enables the same in a very short span of time. There are different types of duplicating machines. Some of them have been discussed as follows:

a) ***Gelatine Duplicator:*** One of the oldest duplicating machines is the Gelatine Duplicator which contains a gelatine tray. The master copy is pressed upon this gelatine tray, which is followed by pressing of the copying papers one after another with a dampened roller to take a copy. The master copy must be prepared with a special ink meant for use in case of Gelatine Duplicators. Though this is a comparatively cheaper alternative, the number of copies is very limited.

b) ***Mimeograph or Stencil Duplicator:*** It is one of the most popular duplicators in business offices that make use of stencils. The stencil may be cut by a typewriter or by hand with a stylus pencil. This mimeograph allows the usage of correcting fluid for making corrections. Another major benefit of this machine is that it enables the duplication in thousands with the help of the rolling drum.

c) ***Spirit Duplicator:*** Also known as a hectograph, the spirit duplicator is used to reproduce drawings, handwritten and typewritten matter in a

variety of colours. The method is a simple one where a master copy is prepared on art paper through a hectograph carbon paper. This master sheet is then fit to the duplicator drum and copy papers are fed accordingly into the device. The rotating drum creates an impression on the copy paper with the aid of a spirit under a dampened pad, which dries very quickly leaving behind the image on the paper. It is an economical method that enables the reproduction in several colour formats.

d) ***Photographic Duplicator:*** This is used in case an exact copy of any document is required. This device generally adopts either the contact process or the camera process. It is concerned with taking photographs of the document first and as the produced copyis developed soon after drying, it becomes ready for use.

e) ***Typeset Duplicator:*** This duplicator can be operated either manually or with a motor and takes place with the help of an inked ribbon. Around the outside of a drum, individual pieces of type for each letter are set up and it can produce more than a thousand copies per hour. This is an expensive device and takes time to set up.

- **ACCOUNTING MACHINES:** The accounting machines are an integral part of modern offices, mostly because they provide convenience in terms of handling the increasing accounting work pressure. These machines are a combination of both typewriters and calculators. So they not only give printed records of figures or accounting details, but also do the actual calculating task. Accounting operations like ledger posting, journal records, cash receipts, invoice records, payments, etc. can be easily carried out with the accounting device. These devices promise accuracy and speed in addition to analysis of various types of figures for different organisational objectives. Some of the common accounting machines include the calculating machine, adding listing machine, book-keeping machines etc. However, the cost of these machines and their repair charges are high and power failure cases tend to bring their operation to a temporary standstill.

- **ADDRESSING MACHINES:** These machines are used in case of large organisations that need to despatch a large number of bills, circulars, price lists etc. to thousands of addresses. Writing the addresses on the cover for each recipient is practically impossible and irrational, especially in regard to time and error cases. Hence these addressing machines with embossed or stencilled metal plates bearing the details of addresses enable their printing on each envelope within remarkable time, speed and accuracy. The addressing machines are economic and can be easily operated without much training. But it is crucial to keep the metal plates with the addresses up to date.

- **CALCULATOR:** Calculators are devices that help in calculations and minimise the tedious nature of the job. Calculators are popular office devices owing to their capacity of making calculations ranging from mere addition and subtraction to multiplication, division and percentage calculation also. They further make higher order calculations easier in case of discounts and modern calculators also facilitate statistical and trigonometric calculations as well. Calculators minimise errors and bring in accuracy in addition to cutting down the time involved in making major calculations.

- **FRANKING MACHINES:** This machine is used in the despatch work, and is licensed by the postal office. An advance payment is made to the post office for an agreed total of postage. The purchasing company has to be registered with the post office and on payment of the necessary amount, the franking machine is issued. It relieves the workers from staying back at work very late much after office hours for the purpose of postage stamp work. The franking machine with its meter can print on cards and letters fed into it the amount of stamps as read by it on the basis of the advance payment that is made. Once the amount is exhausted, the machine locks itself till the next advance is made. The franking machine is advantageous since it saves time and in case of

wrongly franked envelopes, the amount can be refunded from the post office.

- **WEIGHTING AND FOLDING MACHINE:** These devices are used for the purpose of handling letters before they are despatched to the requisite addresses. In case of huge number of letters to be placed in envelopes, it becomes tedious and time consuming to do this job manually. So these machines enable the weighing of the letters so as to determine the necessary postage requirement and folding of letters in one or two or three parallel folds with additional cross folds at a greater speed.

- **DICTAPHONE:** The Dictaphones are used to record dictation by the business which is then sent to the typist for further typing. Any number of letters or reports is dictated into the mouthpiece attached to the device. And this gets impressed on a cylinder or a disc which is placed on another device and the typist uses the attached earphone of this machine to type the matter. In case he misses any word, the machine may be stopped and brought to the desired part to type the missed content or word. Once it is done, the messages may be erased with the help of an eraser known as the 'shaver' thereby enabling the repeated use of the cylinder for dictation. Thus the Dictaphone with three parts; the recorder, the transcribe machine and the shaver is a very useful device for modern offices since it can record several dictations at any time at a very high speed. Moreover, the speed of the machine can be adjusted according to the typist's speed and it eliminates the errors of shorthand also.
- **CASH REGISTER:** This appliance is basically used for recording and checking cash receipts in firms where many payments are received. Theamount paid by the customers is shown on the dial and it is also printed on a sheet. Some of the cash registers also issue receipts to customers and state updated total of the receipts. The basic advantage of this device is that it simplifies the jobs of the cashier and brings in more ease and accuracy of cash records. It also ensures effective control over cash receipts and helps in the auditing process as well.

- **COIN SORTER:** The coin sorter device helps in sorting the coins of different denominations in a systematic manner. These devices are used by banks and other such stores and organisations with a view to relieve the cashier from the hassle of finding, arranging or sorting of the coins. The device consists of several trays with holes for keeping coins of different denominations and sizes. These trays are placed one over another and when a large number of coins are to sorted, all coins are placed on the uppermost tray. These trays are then shaken with the help of a mechanical device or by hand, and the coins on the basis of their size get sorted into each tray. The coin sorter saves time and reduces the complicacies of sorting coins, thereby making it easily available as per needs.
- **TIME RECORDER:** The Time Recorders are actually big clock like devices meant for recording the entry and exit of workers in factories. The worker on entering the work premises has to insert his card in the machine slot and turn an lever, which then prints the time and date of entry of the worker on the card. The same process is repeated when the worker is about to exit the work place. This ultimately helps in proper recording of the time of work and the presence of the workers. It further helps in accurate calculation of wages of the workers based on these records and also ensures punctuality of the workers.
- **PHOTOCOPIER:** Popularly known as the Xerox machine, this device is helpful in getting exact photographic copies of original documents containing sketches, diagrams, graphs and pictures apart from the written content. It generally takes about 6 seconds or less than that time to reproduce a copy. The photocopier is useful for reproducing the original in its finest details, both in colour or black and white, and avoids human errors.

- **TELEPHONE:** The telephone is an important device for modern offices. In fact, it is a significant invention for the purpose of oral communication. The telephone facilitates speedy exchange of information both within

and outside the organisation. Basically the Telephone communication can be either internal or external. When the communication is facilitated within the same office or building, it is considered as internal communication. On the other hand, when the communication needs to be conducted by a person from one office in a city with another individual in another location, it is known as external telephone connection. Telephone enables quick sharing of information and orders or instructions across offices.

- **FACSIMILE:** Popularly known as the FAX machine, the facsimile has grown to be an important office device especially for maintaining office communications. This machine helps in instant transfer of documents and matter, whether it is handwritten or typed, and also allows the transfer of charts or diagrams and pictures. Both incoming and outgoing of messages are possible through the FAX machines across the globe. The basic advantage of a FAX machine is that it enables speedy transfer of messages and high quality and originality can be maintained in case of images.
- **COMPUTER:** The computers are a modern office device that carries out the functions of collecting and storing data from several sources at a same time. It further carries out the processing of the data collected or inserted into it to reproduce systematic and crucial information in a simplified manner and easy to understand manner. Computers can store huge data and can make the same available in no time at all. The computer is advantageous for modern offices since it helps in saving of labour cost and brings in more accuracy to the work. Further it reduces monotony of the staff. However, the installation charges may be too high and it also threatens the displacement of employees thereby resulting in strained personnel relations.
- **SCANNER:** This is a modern office device that optically scans almost anything and converts it into a digital image. The commonly used ones include the flatbed scanner that has a glass window for placing the document or the object for scanning. Apart rom this there is the hand

held scanner moved by the hand over the object or matter to be scanned. These scanners are essential in modern offices to reproduce matter and content in a very short span of seconds. Several types of scanners are available in the market depending upon the use and functions.

- **PRINTER:** The printer is an electronic output device that takes input from the data stored in a computer or any other device and prints it in paper. The printer is essential for modern offices since it enables quick and easy printing of any stored data, whether it is in text format or images as well. Basically there are two types of printers, namely the inkjet printer and the laser printer. Depending upon the use or needs of the organisation, the printer is chosen for converting soft copy materials in a computer or other devices into hard copy formats. Preparation of reports or any other statistics through a computer and readying permanent records is well facilitated by a printer.
- **LETTER OPENER:**The letter opener machine with its revolving knife edge slices a very thin part from one edge of the envelope of a letter. It is useful in case of huge mails that are received and when manually opening them turns out to be time consuming. Care needs to be taken to shake the contents of the envelope to the other side so that the use of the letter opener does not cut of the important contents. Opening of letter through this device is a task of just few minutes in comparison to doing it manually.
- **TIME AND DATE STAMPS:** Used in small business concerns, this type of machines affix stamps on postcards and envelopes etc. rolls or strips of stamps are purchased from the post office which is then fed into the machine. The machine also contains a part for water that is used to moisten the stamps automatically and affix the stamp on the envelope. Some machines also have a meter attached which shows the record of total stamps used. The prime advantage of this machine is that stamping can be done quickly and the cost of postage can also be easily determined.



CHECK YOUR PROGRESS

Q1: Write any three uses of labour saving appliances.

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Q2: What is a scanner ?

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Q3: Define photocopier

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11.5 LET US SUM UP

- Office automation process through the use of diverse machines and equipment brings forth several benefits for the organisation, over and above the advantage of saving time and labour.
- **Uses of labour saving appliances:**
  1) Increase productivity
  2) Increase efficiency
  3) Increase accuracy
  4) Reduce operating costs
  5) Better control
  6) Breaks monotony
- **Abuses of labour saving appliances:**
  1) Breaks employee morale
  2) Increase costs
  3) Adaptation difficulty
  4) Increase in need for skilled employees
  5) Enthusiasm killer
  6) Threat of obsolescence

- The commonly used appliances are : Typewriter,Duplicator,Typewriter, Accounting Machines, Addressing Machines, Calculator, Franking Machines, weighting and folding machine,Dictaphone, cash register, Time Recorder, Photocopier, Telephone, Facsimile, Computer, Scanner, Printer, Letter Opener and Time and date Stamps.



11.6 FURTHER READING

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11.7 ANSWERS TO CHECK YOUR PROGRESS

Ans to Q No. 1: Uses of labour saving appliances: 1) Increase productivity 2) Increase efficiency 3) Increase accuracy

Ans to Q No. 2: Scanner is a modern office device that optically scans almost anything and converts it into a digital image.

Ans to Q No. 3: Photocopier is popularly known as the Xerox machine, this device is helpful in getting exact photographic copies of original documents containing sketches, diagrams, graphs and pictures apart from the written content.



11.8 MODEL QUESTIONS

Q 1 : Discuss the the uses of labour saving appliances
Q 2 : Discuss the the abuses of labour saving appliances
Q 3 : Explain the commonly used appliances in an organization
Q 4 : Write short notes on:
a. Addressing Machines
b. Calculator
c. Weighting and folding machine
d Cash Register

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