

**SS1 SECOND OFFICE
PRACTICE NOTE
MEANING OF ORGANIZATION**

Organization is the process of defining the duties and responsibilities of all staffs working in an office and the way their duties are related

Organization is defined as the arrangement of men, materials and work in an office in order to accomplish organization set goals and to minimize the use of each resource.

It is a formalized structure of roles, duties and positions in an office that bring together the entire resources of an enterprise to achieve management objectives. Organization shows the extent of structured relationship between people and position in an office work environment.

FEATURES OF AN ORGANIZATION

1. Organization is guided by formal rules and regulations that direct the decision and actions of the organization.
2. Activities of an organization are distributed among various positions as official duties.
3. Recruitment and appointment into an organization is technically and professionally based on academic and other qualifications of applicants.
4. Promotion of staffs in an organization is based on performance, achievement, security and maturity.
5. Workers carryout their official duties in an impersonal way.
6. Different positions in an organization carry different official

power (authority) depending on the hierarchy of the position.

FORMAL ORGANIZATION

A formal organization is a legal institution whose activities are coordinated in achieving the set goals and objectives of the institution.

CHARACTERISTICS OF A FORMAL ORGANIZATION

1. Tasks to be done are identified
2. Responsibilities are specified.
3. Positions are stated and clearly identified in an organization
4. One common purpose is being shared by all members of the organization.
5. Relationship in an organization is formal.

STEPS INVOLVED IN FORMING AN ORGANIZATION

Every organization irrespective of whether it is a business, religious, political or social organization must follows this process in its establishment.

1. Goals, objectives and policies of the organization are set
2. Activities and functions that must be carried out to achieve organization goals objectives and policies must be identified.
3. Activities of the organization must be grouped and classified into units.
4. People should be assigned authority to perform organization activities or plans.
5. All the groups or units in an organization should be coordinated and a structured relationship between positions should be established.

OBJECTIVES OF ORGANIZATION

There are reasons why organization structures are established.

Below are four basic objectives of offices organization:

1. SMOOTH OPERATION

Business is a going concern and management is a process that continues for as long as a business is in existence.

For work to flow smoothly and for operation of an organization not to be obstructed there is a need to properly arrange people and materials so that production and other activities of the organization can go on smoothly.

The primary objective of organization therefore is to promote social and material order that will enhance smooth operation and effective running of an organization.

2. REALIZATION OF ORGANIZATION GOALS

Every organization has get goals and objectives to achieve. These goals can only be achieved when people are assigned responsibilities to utilize available resources.

The primary objective of organization is to break down the goals of an organization into unit of activities to be performed by each department and to coordinate a patterned or structured relationship between each department so as to realize the overall goals and objectives of the organization.

3. SHARE RESPONSIBILITIES

The Objective of an organization is to identify the responsibilities to be carried out in an enterprise and to share those responsibilities into departments or offices and ensure that job description is assigned to each office in an organization.

By job description we refer to the specification duties to be carried out by the holder of an office.

4. REDUCTION OF FATIGUE

Since organization breaks the responsibilities in an enterprise into unit or departments, and attach individuals to carry out specific responsibilities; it can be said that organization promote Specialization and Division of Labour. Specialization and Division of Labour will reduce fatigue and boredom of workers. Thus the objective of organization is to ensure that workers enjoy themselves while working.

STRUCTURE OF OFFICE ORGANIZATION

DEFINITION OF ORGANIZATION STRUCTURE

Organization structure refers to an established pattern of relationship between people (officers) in the various departments of an organization. Organization structure provide a vehicle and machinery for achieving organization set goals and objectives.

SCOPE OF ORGANIZATION STRUCTURE

Every organization structure must:

1. Define the top most position in an organization, and the person who occupies such position.
2. Define all position in an organization as well as the authorities and responsibilities attached to those offices.
3. Define the platform for worker to interact
4. Establish a communication system that will help to co-ordinate the entire activities in an organization.

TYPES OF ORGANIZATION STRUCTURE

There are four major types of organization structure:

- a. LINE STRUCTURE
- b. LINE AND STAFF STRUCTURE
- c. FUNCTIONAL STRUCTURE
- d. COMMITTEE STRUCTURE

LINE STRUCTURE

A line structure is a Scalar structure where information and authority flows vertically from top downward in an organization.

Every personnel or employee in a line structure operate within a direct chain of command in an effort to achieve the primary goals and objectives of the organization.

It thus means that authority in a line Structure concentrate at the top and as the hierarchy moves down the line; authority reduce at each successive level.

MERITS/ADVANTAGES OF LINE STRUCTURE

1. In a line structure, each subordinate is accountable to his/her superior. Thus line structure promotes unity of command
2. Since no individual can act without authority. Line structure instill discipline in the employee of an organization.
3. Everybody in a Line structure can easily identify his/her authority and responsibilities in an organization.
4. Line structure promote a prescribed communication and facilitate prompt decision making.
5. Line structure is a stable form of organization structure.
6. Line structure is simple and can easily be understood by members. This structure is also easy to operate.

DEMERITS/DISAVDANTAGES OF LINE STRUCTURES

1. Line structure does not include the roles played by staff officials
2. Line structure may lead to arbitrary use of power at the top (by the executive).
3. Line structure is relatively rigid and is not easy to be adjusted.
4. Line structure may over load an executive at the top with duties or responsibilities.
5. The concentration of much power at the top may lead to an autocratic or dictatorial leadership.

LINE AND STAFF STRUCTURE

Line and staff structure is a line structure in which specialists are attached to a line manager to provide the line manager with expert advices when the need arises and to render some specific expertise service for

the company so as to enable line officials carry out their duties properly.

Staff officials do not possess power to command since they are not within the chain of authority. Take for instance a company's Medical Doctor (consultant) is a staff official of the company.

MERITS/ADVANTAGES OF LINE AND STAFF STRUCTURE

1. Line and staff structure allows a line manager to take advantage of the expertise knowledge or advice given to him or her by the staff officials.
2. Staff officials relieve line managers of the burden of thinking on some special area of need of an organization such as company's legal need and medical wellbeing of employees.
3. Organization problems that may not be solved under Line structure can be solved under a Line and staff structure.
4. Staff officials make information available to Line officials on special issues to help them make better decision

DEMERITS/DISAVDANTAGES OF LINE AND STAFF STRUCTURE

1. The long consultation process in a line and staff structure may delay decision making.
2. Line and staff structure may confuse the company's Line officials if their duties are not clearly defined.

3. There is risk that information provided by the staff officials may sometime be misinterpreted.

FUNCTIONAL STRUCTURE

A functional structure is an organization structure where activities of an organization are grouped into departments based on certain functionality. Each of the departments within the organization is led or managed by a specialist in line with the area of functionality. Take for instance the Marketing Department is headed by an expert in marketing, the personnel Department is headed by professional human resources expert, the Production Department is headed by at technical expert in production etc These people are called functional leaders and they take full charge of the departments they are made to head. Functional structure may also be called lateral structure.

MERITS OF FUNCTIONAL STRUCTURE

1. Functional structure reduces the burden of top officials (executives).
2. Functional structure helps the organization to take advantage of area of specialization of staff
3. Functional structure encourages delegation of authority.
4. Functional structure helps an organization to deliver efficient and quality service (product).

DEMERITS OF FUNCTIONAL STRUCTURE

1. Functional structure may result in overlapping of authority between

line (top) executive and functional manager (specialist).

2. Functional structure is more costly to operate.
3. Coordination may be difficult because each expert in his/her department may feel like they are all in all and may not want to cooperate with other departments. This is a danger signal for an organization.
4. A functional structure is an elaborate structure. This may confuse workers especially those at the bottom level of the organization structure.

COMMITTEE STRUCTURE

A committee structure is an organization structure where special committees are set up to help the management accomplish some specific task in an organization.

We have two major types of committee

These are:

1. Standing committee
2. Adhoc committee

1 STANDING COMMITTEE

These are committee that are continuous in the nature in which they are set to find solution to organization problems. A standing committee continues to exist for as long as the organization is in existence

Example of standing committee is the Board of Directors (BOD) in most corporate organizations.

2. ADHOC COMMITTEE

When an organization encounters a specific problem; a committee is established to analyze

the problem and conduct research that will enable them (the committee) come up with recommendations to solve the problem. Such a committee is called an Adhoc committee and is usually short lived because as soon as the committee completes its tasks, the committee will be dissolved.

MERITS OF COMMITTEE STRUCTURE

1. Organization are better coordinated with committee structure.
2. Committee structure allows members to use their initiative and it gives members a sense of belonging.
3. Committee structure provides the organization with a platform to train and develop young executives.
4. Committee structure provides the organization with different viewpoints from people and allow for suggestions that will help the management in decision making and in formulating policies for the organization.
5. Committee structure helps to promote co-operation and makes decision making a joint responsibility in an organization.

DEMERITS OF COMMITTEE STRUCTURE

1. Committee structure may delay decision making process.
2. Committee structure is both time and money consuming
3. Committee structure may weaken the authority of line officials.
4. Decisions made by committee may result from compromise. Thus most decision of committees in an organization are weak.

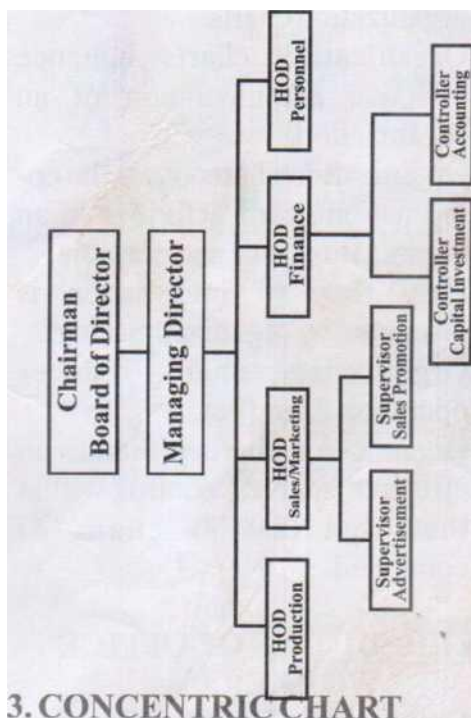
5. When the Chief Executive is nominated as a member of a committee, other members who are subordinate of him may become bench-warmers. This is because they



will not want to go against the interest of their boss.

CHAIN OF COMMAND

Chain of command is the formal relationship existing between a superior and his/her subordinates in the office. Authority in an



organization flows from top to bottom in a hierarchical order. Thus

people who occupy higher position in an organization have higher authority than those occupying lower position. The principle of chain of command will promote order in an office.

UNIT 4: ORGANIZATION CHART

The diagrammatic representation of functions and relationship in an organization is called organization chart.

The essence of organization chart is to help the management, employees and other interested member of the public to see at a glance the structure of an organization.

There are three ways an organization can diagrammatically represent its organization structure:

1. Vertical chart
2. horizontal chart
3. concentric chart

1. VERTICAL CHART

This chart is drawn from top to bottom with the Board of Director or Managing Director at the top and the least department official at the bottom.

Hypothetical example of a

Vertical chart:

This chart is drawn from the left to the right with the board of Director at the left and the lowest official of a department at the extreme right.

Hypothetical example of an horizontal chart:

This is a chart representing the organization structure in the form of a circle. The Board of Director is at the inner center of the circle



ADVANTAGES OF ORGANIZATION CHART

1. Organization objectives are easily achieved through organization charts.
2. Organization charts enhance effective administration of an organization.
3. Organization charts make the coordination of all activities in an organization easy and possible.
4. Easy, flow of information is promoted by organization chart.
5. Organization charts reduces operational conflict.
6. Organization charts promotes an effective span of control within the organization chain of command.

KEY DUTIES OF OFFICE WORKERS

Duties of office workers may differ from one office to another. Generally speaking, **office workers are those who work in the office as**

secretaries, Receptionists, clerks, account staffs, stock control staffs, typists, sales and purchases representatives etc.

Below are some of the roles or duties performed by office workers:

1. Record Keeping

Office workers keep office mails, memos, letters, reports and correspondences in files, discs, vouchers, tapes and computer memory for future reference purpose.

2. Filing

Office workers are responsible for opening files for every document that comes into an organization or office. He. or she also arrange the files in a way that they can be easily located and retrieved.

3. Processing of Documents

It is the responsibility of office workers to process each document that passes through an office and to make sure those documents ready for execution.

4. Keeping of Inventory

It is the responsibility of Office workers to take proper record of assets of an organization. An Office worker should take track record of office equipment and ensure that no equipment is lost, misplaced or stolen.

5. Reception Service

Office workers receive visitors and guide them on what to do and who to see in an organization to get their problem solved. Office workers also receive and make telephone calls,

receive and send mails on behalf of the office etc.

CHAPTER SUMMARY

1. Organization is defined as the arrangement of men, materials and work in an office to accomplish set organization, goals and to minimize the use of each resource.
2. Below are four basic objectives of office organization:
 - a. Smooth operation
 - b. Realization of organization goals
 - c. share responsibilities
 - d. reduction of fatigue
3. Organization structure refers to an established patter of relationship between people and officers in the various departments of an organization.
4. There are four major types of organization structure:
 - a. Line structure
 - b. Line and staff structure
 - c. Functional structure
 - d. Committee structure
5. The diagrammatic representation of functions and relationship in an organization is called organization chart
6. Below are some of the roles or duties performed by office workers:
 - a. Record Keeping
 - b. Filing
 - c. Processing of Document
 - d. Keeping of inventory
 - e. Reception Service

_____ is the arrangement of

men, materials and work in an office.

- a. Coordinating
 - b. Controlling
 - c. Organizing
 - d. Departmentalization
2. The following except_____ Are objectives of organization
 - a. Smooth operation
 - b. Share responsibility
 - c. Realization of organization goals
 - d. None of the above
 3. The established pattern of relationship between employees in an organization is called _____
 - a. Organization chart
 - b. Organization pattern
 - c. Organization structure
 - d. Organization department
 4. Another name for line structure Is _____
 - a. Functional structure
 - b. Scalar structure
 - c. Literal structure
 - d. Upward structure
 5. The organization structure that concentrates power at the top most level of the organization is called _____
 - a. Line structure
 - b. Functional structure
 - c. Line and staff structure
 - d. Committee structure
 6. A staff official in a line and staff structure does not possess power to command

- a. True
 - b. False
 - c. Cannot say
 - d. None of the above
7. The organization structure where activities of an organization are grouped into department is called_____
- a. Line structure
 - b. Functional structure
 - c. Line and staff structure
 - d. Committee structure
8. _____is a committee set up to find solution to organization problems that are continuous in nature.
9. The committee set up to find solution to specific problems in an organization is called_____
- a. Standing committee
 - b. Adhoc committee
 - c. Executive committee
 - d. Caretaker committee
10. The organization chart drawn from top to bottom is_____
- a. Vertical chart
 - b. Horizontal chart
 - c. Concentric chart
 - d. All of the above
11. _____is the formal relationship that exists between superior and subordinate in an office.
- a. Chain of command
 - b. Organization chart
 - c. Scalar chain
 - d. Line structure
12. Which of these is not a

characteristic of a formal organization?

- a. Task to be done are identified
 - b. Relationship in an organization is formal
 - c. Members of the organization shares different purpose
 - d. Responsibilities are specified
- 13 Chain of command will promote_____ in an office
- a. Order
 - b. Scalar chain
 - c. Unity of purpose
 - d. Delegation

Theory Questions

1. Discuss five objectives of organization.
2. Define and state five merits of a line structure.
2. Differentiate between functional structure and committee structure.

What are the demerits of a line and staff structure?

MEANING OF

ORGANIZATION PRINCIPLE

For an organization to be able to achieve its set goals and objectives, it must abide and operate on certain principles.

Organization principles are theories or explanations of management scholars on how an organization should be effectively run and structured.

ORGANIZATION PRINCIPLES

Some of the organization principles that will be discussed are:

SPAN OF CONTROL

Span of control is the number of people that report to a given superior or manager at a time.

It is a principle that identifies the number of people or subordinates that a practicing manager can effectively manage or control. It is believed that at the upper level of organization management, a manager can supervise between four (4) and eight (8) subordinates; while at a lower level of organization management a manager can supervise between eight (8) and fifteen (15) subordinates.

TYPES OF SPAN OF CONTROL

There are two types of span of control:

1. Narrow Span of Control
2. Wide Span of Control

NARROW SPAN OF CONTROL

Narrow span of control is an organization principle which states that the number of people that a manager can effectively supervise at the higher level of management is relatively small. Take for instance the Managing Director supervising Departmental Managers or the Dean of Faculty in a University supervising Head of Departments. At this level of management, the number of subordinates that a superior is supervising is small

ADVANTAGES OF NARROW SPAN OF CONTROL

- a. Narrow span of control helps the manager to closely supervise and exercise tight control over his/her subordinates.
- b. Narrow span of control promotes smooth communication between the manager and his/her subordinates.
- c. Narrow span of control gives a manager more time to think and strategies on the future the organization.

DISADVANTAGES OF NARROW SPAN OF CONTROL

- a. Since narrow span of control gives close supervision, it does not promote personal initiative from the subordinates.
- b. Narrow span of control can complicate the communication process in an organization.
- c. Narrow span of control mean additional cost to the organization when the number of managers to supervise increase.
- d. Narrow span of control may delay decision making process.

WIDE SPAN OF CONTROL

This is also known as **broad span of control**.

Wide span of control is a principle which states that the number of people that a manager can effectively supervise at a middle or lower level management of an organization is

relatively large. Take for instance a factory Supervisor can effectively supervise all factory workers at the lower level of management

ADVANTAGES OF WIDE SPAN OF CONTROL

- a. Subordinates can make few decisions on their own; this makes decision making process faster.
- b. A few managers are required in a wide span of control. This reduces management cost for the organization.
- c. Subordinates are allowed in a wide span of control to bring their initiative on board since there is no close supervision

DISADVANTAGES OF WIDE SPAN OF CONTROL

- a. Wide span of control does not promote better communication within an organization.
- b. Since a manager has to supervise a larger number of people, he or she has less time to think and strategize.
- c. Since there is no close supervision, there may be problem of coordination. Productivity in the organization may also be low because of low supervision

FACTORS THAT DETERMINE EFFECTIVE SPAN OF CONTROL

How effective a span of control is or will be depends on the following

- a. Personal ability of the manager.
- b. Leadership style
- c. Relationship between managers and their subordinates.
- d. Clarity of delegation of authority
- e. Clarity of plan
- f. Level of training the subordinates have
- g. Amount of personal contact needed
- h. Organization structure
- i. Effective communication techniques.

DIVISION OF WORK AND SPECIALIZATION

This principle states that activities in an organization should be broken down into several parts in such a way that individual workers are assigned or designated to carry out a narrow area of the job or activity. Division of work and specialization emphasizes the fact that each duty or activity should be entrusted into an individual worker for better output. Increased output is an advantage derived from specialization.

The point here is that specialization will lead to efficiency in productivity of the organization.

1. AUTHORITY AND RESPONSIBILITY

There must be parity of authority and responsibility. By this we mean that anybody given a responsibility in an organization must equally have a commensurate authority to carry it out. **Responsibility** is an obligation

given or assigned to a subordinate to perform. **Authority** on the other hand is the right to give order and see the order being obeyed. It therefore means that a person who occupies a particular office in an organization needs certain level of authority to carry out the responsibilities given to him/her in that office. Thus this principle argues that for a staff or subordinate to be able to carry out his/her duties effectively, adequate authority must be given to him or her

2. DISCIPLINE

This is the ability to enforce obedience and respect for organization rules and regulations that governs the behavior and action of all the staff working in an organization. The principle of discipline states that it takes a good superior to be able to enforce discipline on his/her subordinates in an organization. Discipline is a key factor in driving an organization towards 1 achieving its goals and objectives.

3. UNITY OF COMMAND

For an organization to work smoothly there must be unity of command. Unity of command is a principle which states that a subordinate should receive order or instruction from only one superior at a time. When two superior gives a subordinate order at the same time; the subordinate is confused and may not know which of the order to carry out. This is the more reason why a

subordinate should have only one direct boss from whom he/she takes order.

4. UNITY OF DIRECTION

Every activity in an organization should be directed towards achieving the same objective set by the organization under one overall head. Even though an organization has various departments, the operation of all the departments should be centered towards the organization goals and objectives.

5. SUBORDINATION OF INDIVIDUAL INTEREST TO GENERAL INTEREST

Each individual working in an organization must be able to reconcile their personal interest with the general interest of the organization where they work. Every worker has personal reasons for working in an organization. They should realize however that the organization as an entity has its objectives. It is therefore important to put organization interest first as primary objective that all workers must achieve while their personal interest is made the secondary. It is only when this is done that the organization can be sure of workers' commitment, discipline and loyalty.

6. REMUNERATION

Remuneration is the reward paid to a staff for his/her contribution to an organization. The principle of remuneration states that a worker should be fully compensated for work done with a salary that is satisfactory to both the employer and employee. A good remuneration should be able to promote productivity of staff in an organization.

7. CENTRALIZATION

For effective management and supervision; authority in an organization should be concentrated at the center. That is the central must be the custodian of final authority in an organization and authority should flow from the top down the **scalar chain**.

8. SCALAR CHAIN

Scalar chain is the flow of authority and superior ranking in an organization. It is a line or chain that shows the ranking of each individual staff in an organization from the highest rank to the lowest rank. Scalar chain makes it possible for all staffs in an organization to know who their superior is and who their subordinate is in the office.

9. ORDER

The principle of order argues that in an organization, the right man must be at the right place (office) and

the right equipment must be in the right position. That is everybody and every equipment in an organization should have their place to promote smooth flow of work in the organization. We can break order into social order and material order.

10. EQUITY

Every employee in an organization must be treated equally. There must be fairness and justice in the way a superior relate, appraise and treat each subordinate under him/her.

11. STABILITY OF TENURE

Employees in an organization should be assured of their security at the place of work and on their job. People should not be hired and fired anyhow. An organization should be able to guarantee the employee stability of tenure for as long as they do not violate organization rules and regulations that may lead to the termination of their appointment.

12. INITIATIVE

A good organization will allow its employees to think and use their brain (initiative) in executing the responsibilities given to them in as much as their initiatives are legal and will promote the achievement of organization set goals. That is employees should be allowed to contribute their quota

towards effective running of the organization.

13. ESPIRIT DE CORPS

This word means “**IN UNITY THERE IS STRENGTH**”. It is a principle that argues for teamwork in an organization. Every member of an organization should see themselves as an important part of the organization and should be ready to work with other employees or members of the organization in order to achieve organization set goals and objectives.

14. DELEGATION OF AUTHORITY

It is not possible for a superior to carry out all the responsibilities of his/her office alone. He/she has to delegate part of the responsibility to his/her subordinate. Delegation of authority therefore is a means of empowering a subordinate to make commitments, make decisions, take actions and use resources in executing the duties assigned to him/her. It is the act of assigning formal authority and responsibility to a subordinate to allow him or her complete a given task or activity.

CHAPTER SUMMARY

1. Organization principles are theories or explanations of management scholars on how an organization should be effectively structured.
2. Some important organization

principles are:

- a. Span of control
- b. Division of work and specialization
- c. Authority and responsibility
- d. Discipline
- e. Unity of command
- f. Unity of direction
- g. Subordination of individual interest to general interest
- h. Remuneration
- i. Centralization
- j. Scalar chain
- k. Order
- l. Equity
- m. Stability of tenure
- n. Initiative
- o. Espirit de corps
- p. Delegation of authority

Theory Question

1. Differentiate between narrow and wide span of control.
2. What are the factors that influence span of control?
3. Why is division of work and specialization important?
4. What is delegation of authority
5. Explain the difference between unity of direction and unity of command.

UNIT 1: INTRODUCTION

One of the ways of structuring an organization is by grouping related functions to be performed in an organization.

There are various functions performed in an organization which are grouped into units called departments. *The common departments that we have in many organizations today include:*

1. Accounts and Finance.
2. Administration.
3. Personnel.
4. Marketing and Sales.
5. Purchasing.
6. Transport.
7. Production.
8. Legal.

FUNCTIONS PERFORMED BY EACH DEPARTMENT IN AN ORGANIZATION

The functions performed by these departments will be explained below:

1. ACCOUNTS AND FINANCE DEPARTMENT

This department keeps financial records and manages the accounting system of an organization. This department source for capital and controls the financial resources of an organization. Account and finance department take record of all financial transactions and prepares the Balance Sheet of an organization.

Some other responsibilities of account and finance department include:

- a. Payment of staff salaries and

remunerations.

- b. Preparation of organization budget and financial needs for each financial period.
- c. Liaise with banks and other financial institutions to source for loans, capital and investment that will help the organization achieve its set goals and objectives.
- d. Receive and disburse fund (money) on behalf of an organization.
- e. Authorize all form of expenditure and purchases made by the organization.
- f. Manages credit facilities of an organization.

2. ADMINISTRATIVE DEPARTMENT

The administration or administrative department coordinates and serves as a link for other departments in an organization. In other words administrative department is at the centre of an organization. This is because the administrative department is the department where managerial functions of an organization are carried out.

Functions performed in an administrative department include:

a. PLANNING

This is a primary managerial task. It is that process where an organization decide in advance what

an organization wants to do, when to do it, how to do it and who is to do it. It is an administrative function that bridges the gap between where an organization is (present) and where an organization wants to be (future).

b. ORGANIZING

This is a managerial task that ensures a smooth pattern of relationship between people, position and work in order to enhance effectiveness and efficiency in an organization. It is a function that guarantees free flow of people, material and work in a way that organization goals and objectives will be achieved with minimum consumption of available resources.

c. STAFFING

Administrative department carries out this function together with the personnel department. Staffing is a managerial task that involves the recruitment, placement, training and development of staffs (members) into an organization.

d. DIRECTING OR LEADING

This is the managerial function that influences the affair of other departments in an organization towards achieving organization goals and objectives.

e. CONTROLLING

This is a managerial task of appraising the performance of each department or employees in an organization; comparing their performance with organization set standard and making corrections where necessary to ensure that the set targets(standard) are achieved.

f. COORDINATING

This is a managerial task that marshal and integrate the activities of various departments or groups in an organization in order to achieve a single goal and to realize the cardinal plan of the organization.

3. PERSONNEL DEPARTMENT

This is the department that manages people at work (or in an organization) by ensuring the physical well-being of employees and maintaining good human relationship of staffs in the organization so as to guarantee maximum contribution and efficiency of staffs at work place. This department makes sure that human resources in an organization are effectively utilized.

Major functions performed by personnel department include:

a. RECRUITMENT

This is the process of getting the

right man, with the right qualification and equipment to fill vacant positions at the right time in an organization. Recruitment activities involve the process of placing advertisement on positions that are vacant in an organization, stating the job description, specifying the condition of service, short' listing qualified applicants and arranging them for interview.

b. SELECTION AND PLACEMENT

This is the stage when the personnel department array short listed candidates for interview so as to appoint the best among the candidates. Once the required candidates are selected, they are placed on the job and assigned a duty (or office). Selection and placement is the stage when an organization knows' more about the person they want to employ and the prospective employee also knows more about the organization.

c. INDUSTRIAL RELATION

It is the responsibility of the personnel department to prevent and settle trade disputes among workers. Personnel department also advise the organization on how to handle

industrial relation problems. The department also keeps close touch with the employees to ensure their complaints are taken care of and their well-being guaranteed.

d. TRAINING AND DEVELOPMENT

It is the responsibility of personnel department to improve the skills, attitude and knowledge of employees working in an organization so as to increase their productivity. This is what we call training. On the other hand the personnel department helps managers to improve on their technical, conceptual and human relation skills.

4. MARKETING AND SALES DEPARTMENT

Marketing and sales department has the responsibility of anticipating, identifying and satisfying peoples' need at a profit to the organization.

Below are some of the functions of marketing and sales department:

a. PRODUCT PLANNING AND DEVELOPMENT

Marketing department carries out market research on customers need, competitors and the product. The outcome of these researches help the marketing department to advice

the organization on what product to produce, the product design, packaging, brand name, quality and style of product that will give the organization a competitive edge over others in the market.

b. PRICING

Marketing department fixes price for an organization product and makes decision on pricing and credit policies the organization will adopt.

c. ADVERTISING AND SALES PROMOTION

Marketing department has the responsibility to create public awareness about the organization product. This department uses sales promotional activities such as exhibitions, trade fairs, window display, price reduction and free sampling to stimulate sales.

d. PHYSICAL DISTRIBUTION

Marketing department determines the channel of distributing the products of an organization and some times work together with the transport department to move company's products to various destination for consumption.

e. PERSONAL SELLING

It is also the responsibility of

marketing and sales department to take the product of an organization to the buyers and develop strategies to sell the products.

5. PURCHASING DEPARTMENT

This department is responsible for buying and sourcing raw materials, equipment and finished products that will drive the productivity of an organization. This department manages the warehouse of raw materials, equipment and finished goods before they are required for production or sales.

6. TRANSPORT DEPARTMENT

This department manages all the vehicles of an organization and ensures an effective mobility of people, raw materials and finished products of an organization. It is the transport department that allocates drivers to drive managers of each department and also ensure that the vehicles are in good condition to achieve organization goals.

7. PRODUCTION DEPARTMENT

Production department determines the techniques or methods of production that an organization will adopt in order to create consumer utility and produce goods and services. This department adds value to

raw materials and creates **form utility**. Production department is also called **Technical department**.

Some of the functions performed by the Production Department of an organization include:

- a. Design organization product.
- b. Process the designed product.
- c. Select equipment to use in production.
- d. Locate the plant or factory to use.
- e. Determine required plant layout.
- f. Schedule production.
- g. Control inventory.
- h. Manage available raw materials.
- I. Enforce quality control.
- j. Keep the plants in good shape for continuous production.

8. LEGAL DEPARTMENT

This department handles any legal matter (issues) on behalf of the organization. The department goes to court on behalf of the organization. Legal department advise the management on the legal implication of each decision they want to make. This department also prepares agreement documents for the organization.

CHAPTER SUMMARY

1. Accounts and Finance department is a department that

keeps financial record and manages the accounting system of an organization.

2. Functions performed in an administrative department include:

- a. Planning
- b. Organizing
- c. Staffing
- d. Directing or leading
- e. Controlling
- f. Coordinating

3. Major functions performed by personnel department include:

- a. Recruitment
- b. Selection and placement
- c. Industrial relation
- d. Training and development

4. Below are some of the functions of marketing and sales department:

- a. Product planning and development
- b. Pricing
- c. Advertising and sales promotion
- d. Physical distribution
- e. Personal selling

5. Some of the functions performed by the production

Department an organization include:

- a. Design organization product.
- b. Process the designed product.
- c. Select equipment to use in production.
- d. Location the plant or factory to use.
- e. Determine required plant layout
- f. Schedule production.
- g. Control inventory

- h. Manage available raw materials.
- i. Enforce quality control
- J. Keep the plants in good shape for continuous production.

Theory Question

1. Highlight five major duties of an account and finance department.
2. Briefly explain each of these administrative functions:
 - a. Planning
 - b. Organizing
 - c. Staffing
 - d. Controlling
 - e. Coordinating
3. Explain each of these function performed by the personnel department
 - a. Recruitment
 - b. Selection and placement
 - c. Industrial relation
 - d. Training and development
4. Highlight and discuss four major functions performed by the marketing and sales department
5. What are the roles production department?

DEFINITION OF OFFICE EQUIPMENT

Office Machine and Office Equipment are tools or instruments used in an office to carry out secretarial and office functions. They are labour saving devices that make office work easy, simple and fast. It is

important for us to note that there is a slight difference between office machine and office equipment.

Office machines are office tools and instruments that are portable, movable and small in size. Example of office machines are: Staplers, Perforators, Dictating machines, Adding machines, Office pins etc.

Office equipment on the other hand are office tools and instruments that are relatively immovable, huge and large in size.

Examples of office equipment are Desktop Computers, Photocopier, Fax machine, Printers etc.

TYPES OF OFFICE EQUIPMENT AND OFFICE MACHINE

Office machine and office equipment can be categorized into two groups:

1. MANUAL EQUIPMENT

These are office labour saving tools that can be used without electricity power.

Some of the office equipment that can be used manually includes:

- a. Manual typewriter.
- b. Perforator.
- c. Stapling machine.
- d. Duplicating machine.
- e. Office pins.
- f. Clip.
- g. Franking machine.

2. **ELECTRIC AND ELECTRONIC EQUIPMENT**

These are office labour saving tools that are plugged to the source of power (electricity) before they can work.

Some of the office equipment works with electricity includes:

- a. Computer.
- b. Photocopier.
- c. Fax machine.
- d. Scanning machine.
- e. Shredding machine.

CLASSIFICATION OF OFFICE EQUIPMENT AND MACHINE BASED ON THEIR USES

Based on this categorization, we can classify office machine and office equipment into:

- a. Typewriter.
- b. Duplicating equipment.
- c. Photocopying equipment.
- d. Computers.
- e. Accounting machine.
- f. Mail room machine.
- g. Information and Communication machine.

I. TYPEWRITER

Typewriter is used to prepare and process master copy of documents or information. There are different types and models of typewriter.

Basically we have:
Manual typewriter. Electric typewriter. Electronic typewriter. Word processors.

MANUAL TYPEWRITERS

Manual typewriters are used without electricity.

Examples of manual typewriter include:

- a. Noiseless typewriter.
- b. Standard typewriter.
- c. Portable typewriter.
- d. Vary type or special purpose typewriter.

ELECTRIC TYPEWRITER

These are typewriters with in-built electric motors that activate the throw of the type bars at the touch of any of the keys on the typewriter. Electric typewriters have similar characteristics with manual typewriter. The only difference is that it requires less energy for striking the keys because they are electrically powered.

ELECTRONIC TYPEWRITER

These are typewriters that have all their functions controlled electronically. Electronic typewriters have electronic memories and integrated chip-based-micro-processor that makes it possible for the typewriter to logically execute some additional functions when compared to the previous (manual and electric) typewriters. The keyboard of an electronic typewriter has additional keys and can perform

functions like: justification of margins, page formats and layouts, underscoring, automatic centering of text etc.

WORD PROCESSOR

Word processor is an advanced electronic machine that uses a computer to type and edit text and other documents like letters, reports, memo and other correspondence. A word processor typewriter allows for interaction with the user by providing menu option and a screen for viewing typed text. This feature enables the user to edit texts before printing them out as hardcopies.

Some of the special features of word processor include:

- a. It provides for checking of spelling.
- b. It allows the user to save typed document.
- c. It allows user to choose font styles, font type and font sizes.
- d. It allows for page formatting.
- e. It allows for grammar checking.
- f. Pictures and symbols be inserted into it.
- g. Typed text can be justified.
- h. It allows for editing.

DUPLICATING EQUIPMENT

These are equipment used in preparing a master copy from which a large number of copies can be produced.

The process of duplicating a

document may include:

- a. Stencil process.
- b. Typeset lithography.
- c. Offset lithography.
- d. Spirit duplicating.

Duplicating office machine include:

- a. Stencil machines.
- b. Spirit duplicator.
- c. Offset lithography.

PHOTOCOPYING EQUIPMENT

These are equipment used in reproducing instant and exact copies of an original document through the principle of **photographic**.

A photocopier is a machine used in reproducing written documents. It is used in generating an exact photographic copy of an original copy.

Every organization has one or two documents to photocopy at every point in time.

Some of the documents

organization photocopies are:

- a. Correspondence, letter, mails, reports and memos.
- b. Purchase order and sales invoice.
- c. Insurance policies and contract agreement.



Fig. 5.3 Printer



Fig. 5. / Photocopying Machine

COMPUTERS

Computers are electronic machines used in inputting, processing and storing all kind of information in an office. A computer can be used to store information, it can be used to generate result of inputted data, and it can be used to carry out arithmetic and logical operations. Computers can also be used for accounting functions of preparing pay roll, sales and purchases account, production and budget control, costing and stock control documents.

Fig. 5.2 Computer System



A printer is an office device used in printing documents on paper as hard copy. A printer is usually used to print out the final output of a processed data from a



computer. The jointed output becomes the original copy that can be duplicated or photocopied.

5. ACCOUNTING MACHINES

These are machines used in the account and finance office of an organization to carry out mathematic, accounting and financial operations.

Computers, calculators, punched card machine and adding machine are all examples of accounting machines used in an office.

POSTING MACHINE

This machine is often used in the account and finance section of an office. They are machines that copy and transfer amount or transaction from an original document (original book of entry) to the appropriate

ledger account. Posting machine can also be used to write Cheque, Receipt and Invoice.

6. MAIL ROOM MACHINE

These are machines commonly used in the correspondence and general administrative office of an organization.

Some of these equipment or machines include:

a. Stapler

A stapler is an office machine used in fixing wire staples into paper so as to hold the paper of a document together

Fig 5.4 Stapler

b. Franking Machine

Franking machine is used in printing postage stamp impression on an envelope or the strip of a paper.

c. Addressing Machine

This machine is used in reprinting address on a card, invoice, statement or circular.

d. Perforator

A perforator is also known as a punch. It is a machine used in creating holes on paper so as to facilitate the filing of such paper into the file.

e. Package Tying Machine

This machine is used in tying strings around a parcel that is to

be mailed without an envelope.

f. Letter Scale

A letter scale is used in weighing a mail and to indicate the amount of postage required to post it.

g. Letter Opener

This is equipment used in opening a letter in a very neat and non-destructive way.

h. Shredding Machine

This machine is used for destroying secret and confidential files or documents.

i. Stamp Affixing Machine

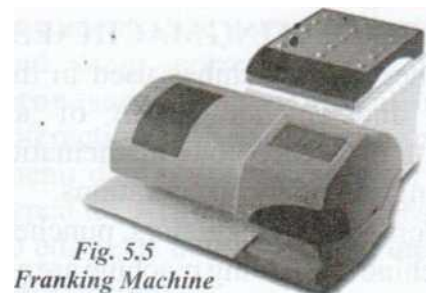
This is a machine used in sticking or attaching adhesive stamp on an envelope.

j. Date Stamping Machine

This office machine is used in recording on letter the date and time a letter is received.

k. Envelope Sealing Machine

This machine is used in moistening the gum and sealing



the flaps on an envelope.

l. Collating Machine

This is a machine used in arranging papers or documents

that runs into many pages.

m. **Point of Sales (POS) Printer**

This is a machine used in printing transaction slip or receipt of cash transactions for customers of an organization. POS printers are common in supermarkets or cash offices where an organization sells a product or service to customers.

n. **Scanning Machine**

This is a machine that picks picture and other document in hard copy and sends them as signals into the computer system, enabling its user to translate hard copies of document to soft copies.

7. **INFORMATION AND COMMUNICATION OFFICE MACHINE**

These are machines or equipment used in facilitating the exchange and transmission of information (messages) within an organization and between one organization and the other.

These machines (equipment) include:

a. **Fax Machine**

This is a machine used in transmitting facsimile copies of graphic and alphanumeric information or documents electronically through

telephone lines to another office, another organization and even to another country.



Fig. 5.6 Fax Machine

b. **Telex**

Telex is a fast means of transmitting typed messages to any part of the world or any organization using the Post Office modems. For an organization to either send or receive a message via telex, both organizations must have subscribed for the service with Nigerian telecommunication limited (NITEL) or its equivalent in other countries.

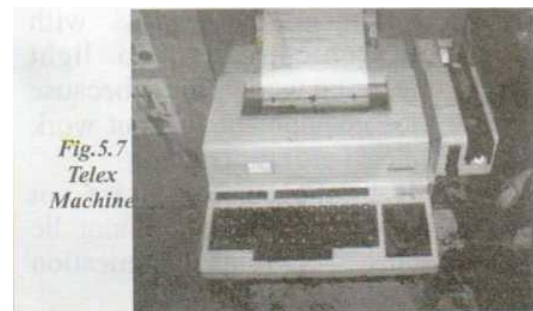


Fig.5.7 Telex Machine

c. **Tele Printer,**

Tele printer is a machine that looks like a typewriter used in sending typed messages between organizations within a country. Tele printer works like telex machine except for the fact that it cannot be used to send messages to organizations outside the country.

d. Telephone

Telephone is a machine that enables people in different organization (possibly at a distant area) to instantly communicate orally by dialing a number. Telephone service helps an organization to maintain proper link with its customers and business partners.

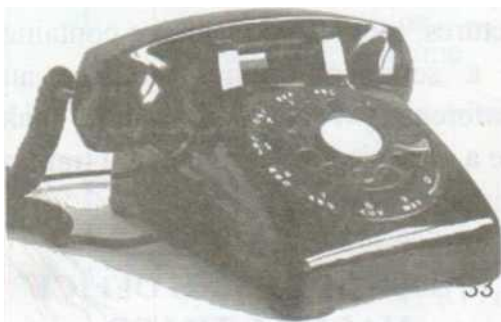


Fig. 5.8 Telephone

e. Global System for Mobile Communication (GSM)

This machine works like a telephone. However there is an added advantage that GSM has over Telephone lines because GSM technology allow the phone line owner to use the handset anywhere even when he/she is not in the office.

f. Intercom

This fully means internal communication. It is a telephone that can be used staffs in an organization to make and receive call from each other within the organization. Intercom

works like a telephone line except for the fact that it can only be used internally within an organization.

g. Time Recording Machine

This is an office machine used in recording the time each staff in an organization arrive and depart from the office every day.

g. Project

Projectors are used to show pictures, movies and lectures contained in a seminar, training courses and conferences. Most organization make use of projector in organizing training workshop for their staffs.

UNIT 4: CHOOSING OFFICE MACHINE TO USE

The nature of work done in an office determines the type of office machine to be used. Not all office equipment and machines can be used in all offices.

The following are some of the factors to consider in choosing an office machine for a particular office:

1. The need for a machine in an office.
2. The cost of buying and installing the machine
3. The durability (and quality) of the machine
4. Availability of office

space to accommodate the machine.

5. Availability of office space to accommodate the machine.

Availability of trained staff to operate the machine.

6. How flexible is the machine in use

USEFULNESS OF OFFICE MACHINE AND EQUIPMENT IN AN OFFICE

The following are some of the benefits an organization enjoys by using office equipment:

1. It helps to save time
2. It helps to save labour energy
3. It increase productivity
4. It generates neat and better output
5. It reduces fatigue
6. It enhances storage and retrieval of information

DISADVANTAGES OF USING OFFICE MACHINE AND EQUIPMENT

The following are some of the short comings in using office machine and equipment:

1. For office machine or equipment that works with electronic power; no light means no work. This is because those equipment's cannot work when there is not light.
2. Most office machines are not flexible, thus they cannot be adjusted to suit organization

peculiar need.

3. There are limitations to the functions most machines can carry out (perform).
4. The cost of procuring, installing and maintaining office machine and , equipment is relatively high.
5. Office machine can create noise in an office. This may disturb other staffs.
6. Office machine and equipment can become obsolete very quickly, particularly when new model of machine are constantly introduced to the market.

CHAPTER SUMMARY

1. Office Machine and Office Equipment are tools or instruments used in an office to carry out secretarial and office functions.

Manual office equipment includes:

2. Manual typewriter.
 - a. Perforator.
 - b. Stapling machine.
 - c. Duplicating machine.
 - d. Office pins.
 - e. Clip.
 - f. Franking machine.
3. Electric and electronic office equipment include:

- a. Computer.
- b. Photocopier.
- c. Fax machine.
- d. Scanning machine.
- e. Shredding machine.
4. Typewriter is used to prepare and process master copy of documents or information.
5. Duplicating equipment are

equipment used in preparing a master copy from which a large number of copies can be produced.

6. Photocopying equipment are equipment used in reproducing instant and exact copies of an original document through the principle of photographic.

7. Computers are electronic machine used in inputting, processing and storing all kind of information in an office.

8. Accounting Machines are machines used in the account and finance office of an organization to carry out mathematic, accounting and financial operations.

9. Office machines used in a mail room include

- a. Stapler
- b. Franking Machine
- c. Addressing Machine
- d. Perforator
- e. Package Tying Machine
- f. Letter Scale
- g. Letter Opener
- h. Shredding Machine
- i. Stamp Affixing Machine
- i. Date Stamping Machine
- k. Envelope Sealing Machine
- l. Collating Machine
- m. Point of Sales (POS) Printer
- n. Scanning Machine

10. Office machines used for information and communication include:

- a. Fax Machine
- b. Telex
- c. Tele Printer
- d. Telephone
- e. Global System for Mobile Communication (GSM)
- f. Intercom
- g. Time Recording Machine

h. Projector

Theory Questions

1. Differentiate between office machine and office equipment.
2. Mentions and discuss five office equipment used in a correspondence office.
3. Discuss five office machines used in information and communication office.
4. What are the factors to consider in choosing equipment for an office?
5. Discuss the reasons why office equipment might not be the best for an office at all time.