Office Management

Unit-1

Introduction

An office is the center point of any business activity. It is like the brain in a human body. As human physical activities are regulated and controlled by the brain, the activities of department and people in an organization are as well regulated and controlled from office. In simple terms, we can say office is a place where business is carried on. The productivity and efficiency in an office can be improved by proper management of office work. The aim of the office management is to design, implementation, evaluation and maintenance of work within an office or an organization in effective ways.

1.1.Meaning of Office

If you visit a firm, school or hospital you will find that a number of activities are being performed, such as letters received, dispatched, typing, photocopying, filing, handling of office machines etc. The place where all such activities are performed is known as office. Thus office is a service department of an organization, which is connected with the handling of records and providing various services like typing, duplicating, mailing, filing, handling office machines, keeping records, drafting, handling money and miscellaneous activities.

Definitions:

As per Random House of Dictionary "An office is a place where business is transacted or professional services are available".

According to Mills & Standing ford "The office is the administrative center of a business. The purpose of an office has been defined as the providing of a service of communication and record".

Importance of Office

The importance of an Office to a business enterprise may be further studied with the help of the following points:

1. **Office as Information Centre:** An office may be described as the information centre of a business. It collects information from all sources, internal and external, records it, arranges and analyses it and provides it to the management when required. The information furnished by an office helps the management to forecast and plan its operations well in advance and to exercise control over the entire spectrum of business activities. An office is also called a "storehouse of information" or a "memory centre of an organization" since all kinds of information and figures, whether past or present, are available in the office

2. **Office as an Intermediary:** An office connects different departments with the outsiders and vice versa. For instance, all the "purchase orders" are routed through the office and all the "sales orders" are received through the office. It is office that links the business organization with its suppliers, customers, the Government and the general public. It is, in short, responsible for: (i) Attending to enquiries, orders and complaints of its customers and suppliers; (ii) creating a good image of the organization in the minds of people; and (iii) Maintaining liaison with the Government and other institutions.

3. **Office as a Service Centre:** Since an Office is the focal point in a business organization for the co-ordination of the work of production, distribution, finance and personnel, its activities are in the nature of services to all the other departments. It exists to provide clerical and other services to the various departments, divisions, sections or branches of the organization, and cannot operate apart from them. It provides the services of typing, duplicating, providing information from records, printing, supply forms and stationary etc.

4. **Office as an Administrative Nerve Centre:** As an inclusive executive function, an Office acts as an administrative nerve centre. It helps in making the decisions about the products to be manufactured and sold, when to purchase materials, what reports to prepare, and a variety of similar activities. It becomes the heart of all business activity, through which circulates information on purchases, sales, finances and communication.

5. **Office Serve as a Channel of Communication:** It is evident that without any communication, the office just cannot function and it cannot serve its purpose. Every communication, especially the written communication flows from the top to the bottom, and the reporting has to flow from bottom to the top. The office would fall if the communications are not flowing frequently and

the reports are not made available, or presented to the higher authorities within the stipulated time.

6. **Office as memory center**: An office is the storehouse of records. It keeps the records of past and present. It provides necessary information for future. It helps to report letters, circulars, notifications, policies etc. It is known as 'brain' of organization.

7. **Office as Control Centre:** An Office also acts a "control centre" of the organization, since it helps the management to take decisions and implement them. It prepares and presents all the necessary data, information and plans to the management so that it might take decisions. It is the Office where all the policy decisions originate, and it is from there that the activities of the organization are controlled and remedial or corrective action taken to ensure that the objectives of the organization are accomplished.

1.2 Functions of Office

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

- Primary Functions
- Administrative Management Functions

Primary Functions

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

1. Receiving Information
2. Recording Information
3. Arranging Information
4. Giving information

1. 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.

2. 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.

3. Arranging Information

Information so gathered from various sources has to be supplied in the prescribed format like invoice, payroll, accounting statements, statistical statements etc.

4. 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.

Administrative Management Functions are:

1. Communication
2. Safety and Security
3. Coordination
4. Planning
5. Systematization and Cost Reduction

1. Communication

Arranging communication between individuals within the organization through intercom facilities, meetings. etc. and between outsiders; and the organization through personal contact, telephones, letters, etc., is an important function performed by the office.

2. Safety and Security

The office has to keep in safe custody the records of the organization and also make arrangements for security of properties and assets of the enterprise e.g. buildings, office machines, furniture, equipment, etc. The office is not only responsible for the safety of assets but also for their upkeep and maintenance.

3. Coordination

Coordination implies an orderly arrangement of group efforts to , ensure unity of action in the realization of common objectives. Office has to synchronize the efforts of individuals and departmental staff to ensure proper timing and sequence of activities so that the organization objectives are fully realized.

4. Planning

Planning involves consideration of the factors influencing a situation and laying down a course of action leading to a particular goal. Effective performance of all office functions requires advance planning.

5. Systematization and Cost Reduction

With the adoption of scientific method in office administration, office must lay down systems, procedures and methods of performing various activities. Besides designing the systems and methods, the existing systems should be reviewed and modified, if necessary.

6. Office Personnel Administration

An efficient office is an invaluable asset to any organization. Personnel employed in the office bring about efficiency of operation by the quality of their work.

7. Public Relations

In its dealings with members of the public, the office projects the image of the organization. Steps are required to be taken to build a good image of the organization in the minds of the general public.

1.4 What are the Merits and Demerits of Centralization?

Centralization is the process by which the planning and decision-making for an organization are carried out in a single place or originate from a single leader. In a centralized company, the head office is able to exercise power to make decisions and give instructions to the other offices in the business. All decision-makers and upper authorities are part of the headquarters. This method allows the higher levels of the organization to manage teams at the lower levels and ensure that they are aligned with the company's objectives. This approach reduces the necessity of formal protocols

as managers can directly supervise the behavior of their employees, which eliminates the need for frequent reporting and formal processes.

Merits of Centralization

1. A Clear chain of command

Centralized organizations benefit from having a clear chain of command because everyone within the company knows to who they are accountable. Employees in junior positions know who to go to when they have concerns about the company.

However, executive leaders follow a specific procedure for delegating authority to employees who excel in specific areas. They also gain assurance that when they delegate responsibility to mid-level managers as well as others, there will not be any overlapping. A clearly defined chain of command is advantageous when an organization must make decisions swiftly and with a consistent approach.

2. Vision with focus

If an organization has an organizational structure with centralized management, it is also focused on the accomplishment of its goals. There are clear communication lines, and the top executive is able to convey the vision of the company to the employees and direct employees toward achieving the goals.

Without centralized management, there could be inconsistencies in communicating the information to employees as there is no clear line of authority. The organization's vision must be directed from the top as it helps ensure an efficient implementation of its plans and visions. All stakeholders of the organization, such as suppliers, customers, and communities, are also given the same message.

3. Costs reduced

Centralized companies adhere to the standard procedures and processes which guide the organization that helps lower administrative and office costs. The most important decision-makers reside in the head office of the company or headquarters. Therefore, there is no need to transfer departments and equipment to branches.

Additionally, the company doesn't have to incur the expense of hiring experts for its branches because crucial decisions are taken at the headquarters and communicated to branches. A clear chain of command eliminates the amount of duplication of responsibility that could result in extra expenses for the company.

4. Rapid implementation of the decisions

In an organization with a central structure, decision-making is made by a select group of individuals and then relayed to lower-level managers. Only a small number of individuals make the decisions more efficient because they are able to discuss the specifics of each decision at one time.

The decisions are then sent to the lower levels within the organization to be implemented. If managers at lower levels take part in making decisions, the process may take longer, and conflicts could occur. The procedure of implementation becomes lengthy and complex since some managers might object to the decision-making process when their input is not considered.

5. Quality of work is improved

The standardization of procedures and improved control in centralized organizations results in higher quality work. There are supervisors within every department that ensure outputs are consistent and of top quality.

The use of modern technology helps reduce wasteful manual work and can help to ensure that the work is of high quality. Standardization of work can also decrease the repeating of tasks that can cause high labor costs.

6. Coordination of activities

A centralized management model facilitates the coordination of tasks across various departments within an organization. If there isn't a centralized structure, each department may operate in accordance with its own separate policies. This could lead to division and the absence of interdepartmental harmony. If a centralized structure is in place, each department strives to achieve the same goals of the organization, and all of its activities are coordinated.

7. Efficient talent deployment

Centralized management styles often have a system in place that allows them to distribute talent and achieve their goals. Many companies have their own software that helps employees learn and ensures that they are always available to do specific tasks. This approach is also beneficial for companies that hire quickly since it helps establish a solid onboarding process.

8. Relationship with customers

Policies have been developed by centralized organizations about how they market their products and services to the public. They have greater control over the brand image. Public relations teams are used by companies in certain industries, such as cosmetics and lifestyle products, to communicate new launches. This team makes sure that the correct messaging is delivered to their target audience. They may have an in-house customer support team for customer complaints. Because they are knowledgeable about the company's products, customer service executives can give a personal touch.

Demerits of centralization

These are the drawbacks of centralization-

1. Leadership of the bureaucratic type

Centralized management is a dictatorial style of leadership in which employees are expected to perform according to the directives of top executives. The employees are not able to participate in the decision-making process and are bound to implement decisions made at a higher level.

The executives won't understand if employees have difficulty implementing decisions. They are decision-makers, not implementers. This can lead to a decrease in performance as employees are unable to motivate themselves to implement top-level decisions without input from lower-level employees.

2. Remote control

Executives in an organization are under immense pressure to make decisions and have little control over how they implement them. Executives' inability to decentralize decision-making adds to the workload.

Executives are often unable to monitor the implementation of decisions. This causes employees to be reluctant. This can lead to executives making decisions that are not well implemented or ignored by employees.

3. Delays in work

As records are sent from and to the head office, centralization can cause delays in work. Employees depend on the information provided by the top. If the records are not relayed in a timely manner, there will be a decrease in man-hours. Employees will be less productive if they have to wait for guidance about their next project.

4. Loyalty of employees is lacking

When employees are given the opportunity to take the initiative in their work, they become loyal to the employer. Employees can bring their creativity to the table and suggest new ways of doing certain tasks. Because top executives have the task of defining tasks, employees are unable to take the initiative. Because of the rigidity of their work, creativity and loyalty are limited.

What are the Merits and Demerits of Decentralization?

Delegation of authority and responsibilities is commonly referred to as decentralization, in which the organization is divided into different sections and departments to help the organization grow scientifically and with a purpose of direction, resulting in harmony in relationships and a healthy environment, which is typically absent in centralized systems of organization. The term "decentralization" refers to the dispersal of power, and it is the process of assigning specific responsibilities to subordinates. When such a responsibility is delegated to subordinates, it is always accompanied by an appropriate authority, which is also empowered to the executive and other lower-level assistants. As a result, decentralization refers to the assignment of responsibility and

delegation of management to various executives and other subordinates at lower levels to make the lower level more accountable and capable of doing the task committed to them.

Merits of Decentralization

1. Distribution of the Executive's Burden

The decentralized setup allows the executive to share his burden with others at a lower level, freeing him to focus on more pressing and critical tasks that require his full attention. This smoothens the job, speeds it up, provides a friendly atmosphere, improves comprehension, and fosters team spirit among all individuals who work for the company.

2. Greater efficiency and output

Because the responsibility comes with authority and power, everyone entrusted with it takes great care to fulfill it to the best of his ability. This level of attention and caution and the enthusiasm they approach their work to ensure greater efficiency and productivity.

3. Expansion Facility

It allows for further corporate expansion because the decentralized setup frees up top management personnel from routine and other responsibilities, focusing on fresh thinking and ideas. This provides for plane expansion to be achieved with little difficulty. The development of modern business houses directly results from the decentralized organizational framework.

4. It breeds innovation and flexibility.

More creative individuals can make their thoughts and be encouraged to develop and develop out-of-the-box solutions because there is less bureaucracy and obstacles to the open flow of ideas. Aside from that, those in specialized or local departments have a greater awareness of their work and the market's unique needs and challenges, allowing them to deliver appropriate solutions to react to changes in their area or market more quickly.

Demerits of Decentralization

Despite the benefits of decentralization, there are specific difficulties in applying it to all circumstances and under all conditions. The actual hurdles to decentralization are as follows:

1. Issues with Coordination

Decentralization allows for the management of highly competent individuals to be carried out by highly skilled individuals. Because of the fragility of their financial holdings, it is probable that such individuals will be unable to come to an agreement.

2. Factors from Outside

Decentralization exacerbates the problem of inter-unit coordination.

3. Increase the cost of administration

Decentralization isn't always possible. External forces, such as widespread strikes, make this difficult.

4. Operational costs are high

It computes the authoritative expenses on the basis of the assumption that well-paid administrators must be selected for the position.

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1.4 Relationship with other department

Introduction: Large organizations are divided into various departments such as office, production, purchase, sales, finance, personnel etc. It is the office which is concerned with receiving, recording, arranging, analyzing and giving of information. All the departments depend upon the office for various information needs.

The office serves as the co-coordinating link in any organization. For co-coordinating the activities of different departments in an organization, office has to keep relations with each and every department. For example, orders for raw materials, sales, complaints, appointments etc. are passed through office only.

1. **Office and Production Department**

The production department is concerned with the production of goods and services. Raw materials, machines, equipment's etc. are needed to produce goods. They depend upon office to get their requirements.

The office makes purchases on behalf of the production department and also informs the production department the requirements of consumers and customers. The office is also provide common services to the production department, like, purchases correspondence, filing, market research, the trend of the market etc.

2. **Office and Marketing/Sales Department**

The office is always keep relations with customers. It is the office receives enquiries, orders etc. Enquiries are replied. Orders are executed by the sales department and the bill is sent through office. Complaints from customers are received by the office and convey them to sales department.

When sales go down, the office helps in marketing research to find out the reasons for low sales. The reasons are known to departmental heads, who take step to overcome the situations. Office receives information on behalf of sales department and office gives information to sales department, apart from general or common service, such as mailing, filing, communication etc.

3. **Office and Purchase Department**

Materials, stores, plant, machineries etc. needed for the purchase department is arranged by the office. Office assists the purchase department in inviting quotations or tenders, in sending orders, receiving invoices, making payments etc. It also gives general services to purchase department and maintains purchase journals, ledgers etc.

4. **Office and Accounts/Finance Department**

The accounts department maintains all the records of all business transactions with the help of office. The office prepares various financial statements and reports for the top management.

Correspondence on behalf of accounts department is conducted by the office. It renders assistance to maintain the books of accounts, budgets, salaries and wage bills, invoices, collection of debt etc.

6. **Office and Personnel Department**

The personnel department is created only to provide necessary help to the managers in performing the staffing function. Without the productive efforts of human being, material resources would be meaningless and idle. Recruitment, training etc. are routed through office. The office maintains the records of all the employees. The workers or the employees can communicate with the management through office. There is a close link between the office and personnel department.

Unit -2

Office Management

2.1 Meaning of Office Management

Office management is defined as coordinating, organizing and planning office activities, as well as motivating the efforts of others towards specific objectives in the organization. The success of a business largely depends on how productive and efficient the office is, so when there are issues in the office, then it can slow down the entire business.

Office administration and management need to run smoothly to ensure an efficient office. The volume of paperwork in offices has increased substantially and, with the conversion to digital, it can be difficult to keep track of all the records and contracts. Office management is needed across all sectors, and this can only be achieved through proper planning and coordination.

2.2 Importance of Office Management

The importance of office management is that it also guarantees a productive and happy working environment for employees. Office management is required at all levels of management to provide a regular flow of communication between departments and employees. This is so the organization can run smoothly and maintain a high performance of business activities.

The following points highlight the importance of office management:

1. Helps in Achievement of Targets:

Targets or goals are results in quantitative terms which are to be achieved in a given time. Management makes people realize the goals and directs their efforts towards the achievement of these goals.

2. Optimum Use of Resources:

Management helps in utilization of resources effectively. Scarce resources arc put to use optimistically by managers. Managers bring about coordination and integration of various resources. It is management which guides the personnel in office in the use of resources.

3. Minimization of Costs:

Office costs can only be reduced under the guidance and control of efficient management. Office Management is concerned with doing the office activities in a best and cheapest way. Cost reduction is one of the object of management which can be achieved through work simplification and mechanization. Through better planning, sound organization and effective control, management enables a concern to reduce costs and prepare an enterprise to face cut throat competition.

4. Smooth Flow of Work:

Uninterrupted flow of work is only possible if there is proper planning and control. Management ensures efficient and smooth flow of work.

5. Helps in Maintaining Office Efficiency:

Management helps in maintaining efficiency in an office. A manager not only performs and produces results, but also does it in the most efficient manner so as to contribute towards profit generation.

6. Managing Survival and Growth:

Management has to play an important role in keeping the organization alive. Change in technology and methods must be anticipated and adapted for survival and growth. It is only management which can do so and molds the enterprise in such a changing environment.

7. Provides Innovation:

Innovation is finding new, different and better method of doing existing work. To plan and manage innovation, management has to play an important role. Suggestions from customers, information from salesmen, close watch on competitor's activities provide source of innovation.

8. Maintaining Public Relations:

Office management helps in improving public relations and increasing goodwill of an enterprise by dealing with grievances of consumers and general public.

9. Social Benefits:

Management is beneficial not only to the business enterprises but to the various segments of society also. It provides and maintains link with various types of suppliers, banks, insurance companies,

government departments, and general public. It benefits society as a whole by providing its services.

2.2 Qualities of an Office Manager

An Office Manager plays a pivotal role in keeping operations running smoothly and ensuring a productive work environment. To find the best candidate for this important position, you need to look for specific skills and qualities that align with your company's needs. Here, we'll explore ten essential skills to consider when hiring an Office Manager.

1. **Leadership and Team Management**

An effective Office Manager must possess strong leadership skills to guide and motivate their team. Even if they don't have any direct line reports, Office Managers still need to collaborate effectively and be in control of the Office Support function. Look for candidates who have demonstrated the ability to manage and lead diverse groups of employees, fostering collaboration and teamwork within the office.

2. **Organizational and Time Management Skills**

Office Managers are responsible for handling multiple tasks and priorities simultaneously. Seek candidates who have proven organizational and time management skills, enabling them to handle deadlines, scheduling, and resource allocation effectively.

3. **Communication Skills**

Excellent communication is key to successful office management. Your ideal candidate should possess exceptional verbal and written communication skills to interact with employees, clients, and other stakeholders with clarity and professionalism.

Problem-Solving and Decision-Making Abilities

Office Managers encounter various challenges on a daily basis. Look for individuals who demonstrate strong problem-solving skills and the ability to make well-informed decisions under pressure, contributing to the smooth running of your business.

5. **Adaptability and Flexibility**

In a fast-paced business environment, an Office Manager must be adaptable and flexible. Seek candidates who embrace change and can quickly adjust to evolving business needs.

6. **Financial Management Skills**

An Office Manager may oversee budgets and expenses. If this is something you'd like them to do within your business, consider candidates with financial experience, ensuring they can handle these responsibilities efficiently and make cost-effective decisions on behalf of the company.

7. Technological Proficiency

In today's digital world, technological proficiency is vital for an Office Manager. Look for candidates who are familiar with relevant office software or project management tools and can adapt to new technologies to streamline office operations.

8. Conflict Resolution Skills

Conflict can arise within any workplace. An Office Manager should be adept at handling conflicts and promoting a harmonious work environment. Look for candidates who have a track record of resolving disputes with professionalism and tact.

9. Customer Service Orientation

Customer satisfaction is paramount for business success. An Office Manager who values customer service and strives to meet client needs will positively impact your company's reputation and growth.

Unit-3

Office Accommodation and Layout

4.1 Meaning of office Building

During the last century, business world has progressed at a rapid pace and number of persons employed in offices has risen at tremendous pace. Not only this, number of offices has also increased remarkably in various commercial cities. Therefore, selection of appropriate office space from an existing building or constructing a new office building both require lot of money, perseverance and hard work. Office building with its proper size and shape should be able to serve the purpose and particular needs of the business enterprise. Office building may be owned or rented. Own office buildings are possessed by large well established business owners. In some cases, specific type of office building is required to attain the organizational goals, e.g, sound-proof building for media organizations which telecast or broadcast through television or radio stations, centrally air-conditioned building for technological organizations, etc. Under such circumstances owning a building is better choice.

Whatever may be the case, following factors should be taken into consideration at the time of selecting an office building:

1. Condition of the building: Building should be in good working condition free from dust, and noise. Construction of the building should be safe and earthquake resistant. Sanitary conditions should be good so that no intolerable smells generate and trouble the employees.

2. Safety: The safety and security of office assets as well as employees is of utmost importance. Therefore, proper safety devices should be fitted in the building. Fire safety is equally important now-a-days. So, fire proof construction and fire extinguishers, wherever required, should be fitted in the building.

3. Basic Facilities: Basic facilities like water, electricity, telephone connections, etc. should be adequately provided in the building.

4. Adequate Space: Building selected for establishment of office should be having adequate space to accommodate the office staff, records, equipment and facilities. It should neither be too spacious nor undersized.

5. Future Expansion: Office building should be able to support future expansion as that is a compulsory feature of any office. With time, office staff, records, equipment and facilities all increase in numbers. Therefore, office building should be able to adapt to the change as per the requirements.

3.3 Location of Office

World is converting into a global village. Therefore, businesses now have myriad of choices when it comes to choosing the perfect office space. Though each business has unique needs specific to their industry, clientele, technological requirements, availability of resources and personal preferences, following universal principles may help in selection of a commercial location for establishing an office by any business house.

Principles of Location of Office

1. Surroundings – The location of the office is a direct reflection of the whole business. Further it impacts the lifestyle of all those who work there. Therefore, first and foremost thing is the surroundings of the office location, i.e., what is the view; who are the neighbors; how noisy and congested is the area; what type of services are available in the locality; how well is it connected to the city; etc.

2. Security – Purpose of establishment of office is to facilitate business operations. Ultimate aim of business operations is to earn money. Employees of the organization, also join it for earning money. The very purpose of earning money cannot be attained if the work place is not secure. Well-connected places, proper law and order conditions in that area, availability of security systems is a must to be considered before finalizing a place to be established as office space.

3. Transportation Facility – The office should be located in a place where public as well as private transport facilities are available. Every employee and visitor may not afford private transportation. So, well connected transport system is a basic necessity for establishing an office.

4. Parking – Parking is a pre-requisite in the modern mobile world where everyone thinks about parking his/her car even before planning visit. Office with adequate parking space proves like a boon. CEO to the routine visitor everyone wishes to have their car safe. An area like Chandni Chowk, Nai Sarak, etc. in Delhi, though offer cheap goods and services, still people do not prefer visiting these places by their own car.

5. Technical infrastructure and facilities – Availability of broadband access, smooth supply of electricity, efficient telephone and mobile networks, etc. are some of the basic modern facilities without which establishment of an office cannot even be thought of. Moreover, a business may have specific technical requirements and other facilities like courier services, banks, post offices, markets, transportation facilities by train, ship, etc, which may become the cause of establishment of office in a particular area. It should be ensured that handling of communication, information technology and other important physical requirements of the business should be available all the time in that area.

6. Availability of general services – An office can be maintained internally by the office managers but external management of the surroundings like maintenance of roads, cleanliness of the outside area, maintenance of street lights, etc. are equally important in a developing country like India. For the smooth running of a business building where an office is established, active onsite management teams of the building should be able to coordinate with the local management authorities, like Municipal Corporation so that general facilities of the area could be maintained.

7. Economy of operations – If all the functions of a business are carried on from one location, the office should also be established in the same location so that it can be run economically. If business is running from different places, i.e., different functions are carried on at different places, the office should either be established at a central place or at the location from where main function of the business is operated. Moreover, location of an office should be convenient and economical to various sections of the business if they are located at different places. Sometimes for this purpose offices are decentralized as per the requirements of the business.

8. Proximity to related trade – In order to attain the benefits of competitive environment and localization, it is usually preferred to have an office near other offices which are engaged in the same line of trade or near the center of general business activities.

9. Overall value – Office space is a good investment for any business. At the time of making decision regarding establishment of a new office or expansion of an existing office, it is important that all the factors, which have been mentioned above, are taken into consideration and a comparison of overall value of the commercial spaces available in the desirable city is made on that basis. Sometimes paying a little extra for a perfect location may make great contribution to the overall value of the company.

3.4 Office Furniture and Fixture

Furniture is one of the most important elements for suitable and appropriate interior decoration of the office. Furniture should not only be good looking but also be comfortable enough so that office staff can perform their duties speedily and efficiently. Therefore, it is the duty of the office manager to arrange the right type of furniture for each staff member working in the office. As it is a long term investment it needs to be selected carefully because replacement is

usually not possible because of heavy cost involvement. Office furniture should be such that it improves the productivity, health, safety and comfort of the office workers. Therefore, furniture should be adjustable for the perfect accommodation of users. At times users have specific needs like people left handedness, short height, vision impairment, etc. In such cases, flexible furniture helps the users to make adjustments according to their requirements. The golden rule is that furniture should be sized to accommodate the users perfectly.

Basic Principles in Selection of Furniture

1. Cost: It is the foremost element guiding the purchasing decision of furniture for the office. Keeping in view the overall budget allocated for this account, the best possible option available at reasonable cost should be the preference at the time of purchase.

2. Space: Office space is very costly now a days. Therefore, space saving furniture is the preference of the modern day management, but it should not be done at the cost of comfort.

3. Design: The furniture design should be attractive and facilitative to the performance of the work. The scientific recommendations mentioned above should be taken in due consideration to provide workers a suitable work atmosphere.

4. Durability: As investment on furniture is a long term investment, durability of furniture should be taken care of so that long lasting furniture items can be procured for an office.

5. Hygiene: Furniture should be easy to clean and the design should be such that the floor underneath it and its surroundings could be kept clean.

6. Safety: The furniture items should be safe to use and contribute to the overall safety of the office as well. For example, glass top furniture may not be safe in use, a table with a drawer without lock may lead to theft of important documents/stationery. Similarly, it should be safe from the risk of fire. Steel furniture is becoming popular because it is fire proof, durable, ensures better safety and security of documents or office tools, equipment, stationery, etc.

7. Weight: It is always better to purchase furniture items of light weight so that changes could be easily made in the office.

8. Adaptability: Multipurpose furniture items are preferred these days because they enable utilization of same kind of furniture for more than one type of work.

9. Suitability: Certain office jobs are specialized in nature. So at the time of selection of furniture for such jobs, suitable furniture should be selected. A computer table having provision

for printer, keyboard and UPS (if required) is more suitable than two to three different stools and tables.

10. Supervision: The structure of the furniture should be such that it supports supervisory activities and the subordinate staff cannot hide the work behind the furniture items.

11. Standardization: Furniture of uniform quality for the whole office is easy to maintain because it lowers the cost of service and maintenance and it can be alternatively utilized for similar jobs. Also, it offers the benefit of cost reduction due to bulk purchasing.

12. Maintenance: Furniture quality should be such that it can be easily maintained.

3.5 Meaning of office accommodation

It is the process of selecting appropriate building in a favorable location, establishing different sections and departments, proving or arranging resources in a scientific way. The purpose of office accommodation is to create sound working environment and to bring efficiency and rapidness in office work. It is important for both employees and outsider. Office employees spend a long-time office. Bad accommodation can cause boredom and frustration among employees. Bad environment also may cause bad impression to outsiders.

Selection of office building

1. Shape and size of office building

It is one of the major factors that should be considered while selecting office building. It should have adequate space to accommodate all machines, equipment, and employee with furniture and enough space for flexibility. It should be considered taking the base of both present and future needs.

2. Lighting and ventilation

An office building should have adequate lighting and ventilation. It helps a lot to increase efficiency and enhance worker's morale. Well lighted and ventilated accommodation puts less pressure on the employees and also reduces the physical and mental strain and consequently the efficiency is higher.

3. Convenience to customers and employees

While selecting office building it should consider the convenience of customer and employees. It should not be far from the related trade center, must have proper toilet and canteen services and food hospitality and utilities.

4. Cost

The cost of building affects on total budget of organization. The building purchased or built must be within the budget of organization. There should be balance between requirement of space, capacity of the organization and the cost for covering the expanses.

5. Flexibility

Flexibility of office building in its shape and size should be considered while selecting the office building. It must also match the nature of organization.

6. Layout facility

The efficiency of men and machine depend upon the layout. The proper layout makes office attraction. For this furniture, machine and other goods are necessary. This also helps in the internal arrangement of office.

Selection of office building

1. Shape and size of office building

It is one of the major factors that should be considered while selecting office building. It should have adequate space to accommodate all machines, equipment, and employee with furniture and enough space for flexibility. It should be considered taking the base of both present and future needs.

2. Lighting and ventilation

An office building should have adequate lighting and ventilation. It helps a lot to increase efficiency and enhance worker's morale. Well lighted and ventilated accommodation puts less pressure on the employees and also reduces the physical and mental strain and consequently the efficiency is higher.

3. Convenience to customers and employees

While selecting office building it should consider the convenience of customer and employees. It should not be far from the related trade center, must have proper toilet and canteen services and food hospitality and utilities.

4. Cost

The cost of building effects on total budget of organization. The building purchased or built must be within the budget of organization. There should be balance between requirement of space, capacity of the organization and the cost for covering the expanses.

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building. It must also match the nature of organization.

6. Layout facility

The efficiency of men and machine depend upon the layout. The proper layout makes office attraction. For this furniture, machine and other goods are necessary. This also helps in the internal arrangement of office.

3.6 Office Layout

Arrangement of different departments, equipment and staff within a given floor space of an office with a view to make optimum use of space and ensure maximum efficiency is termed as Office Layout. G.R. Terry has defined office layout as, "The determination of the space requirements and of the detailed utilization of this space in order to provide a practical arrangement of the physical factors considered necessary for the execution of the office work within reasonable cost." The office layout actually serves the purpose of fostering organizational culture, which may be of individualism or cooperation and teamwork; it may support and enhance the hierarchical channels within the staff or can put everyone on an equal footing; it can lead to increased productivity through cultivating creativity and innovation among the staff members or stifle the employees. So, it is very important that all the aspects are carefully considered at the time of planning an office layout. In brief, we can sum up that an office layout involves:

1. Allocation of appropriate space for human resources, i.e., each employee should have at least that much space in the office so that s/he may perform to the best of his/her capability.

2. Arrangement of equipment, machinery and furniture in such a manner that the best workflow can be achieved.

3. Maintaining the internal aesthetics of the office so that the best possible environmental conditions could be maintained.

Objectives of Layout

Basic purpose of any office is to attain effective and efficient working of the organization. A suitable office layout supports the organization to achieve this goal. Any office, when plans for its layout should do so with the following objectives:

i.Optimum utilization of the available office space.

ii. Facilitation of effective communication and good workflow.

iii. The best usage of office machines and equipment.

iv. Maintenance of safety and security of valuable records

 v. Facilitation of better supervision

vi. Avoidance of mutual interference and ensuring the comfort of the employees. vii. Avoidance of noise and other distractions to the office work

Principles of office Layout

 The above mentioned objectives for a good office layout can be achieved by following certain principles. These principles are discussed below in detail:

I.Location of office rooms: As per the opinion of building experts like architects and interior designers, it has been observed that North facing offices have more natural light. In order to develop environment friendly buildings, this principle can be of great help in avoiding artificial light to a great extent and thus supporting green buildings. Various departments in an organization should be allocated office space according to their present requirements and keeping a scope for future expansion.

II. Flow of work: The most important principle of an office layout is based on the flow of work. It should be ensured that the flow of work is smooth and uninterrupted. This can be attained by a straight line, U-shaped or a circular arrangement of staff positioning. Closely inter-related departments should be placed adjacent to each other. People who have to work together should be placed near to each other. Departments which have frequent visitors or individuals who have frequent public contact should be placed near the entrance or the reception office. Through this unnecessary movement of employees as well as visitors can be restrained. Management can better control and supervise the activities of the staff.

III. Staff requirements: Placement of desks influences the working capacity of the staff. It should be ensured that staff do not sit with their backs or faces towards the windows. It harms their

working capacity. Further, facing of staff to one-another should also be avoided because it may lead to disruptions of work. Each staff member should be given sufficient space so that he can make himself comfortable with the work he is assigned and can handle it efficiently. Appropriate space arrangement between the desks should be maintained to allow free movement. Congested work places hamper the efficiency and at the same time, allotment of purposelessly big offices may create sluggishness and luxury feeling among the employees.

IV Office services and requirements: The main function of an office is to maintain information and records and provide the same at the time of need. Therefore, it is necessary that office layout provides appropriate space allotment for storage of records. Sensitive records should be allocated secure places so that their confidentiality and safety could be ensured. Office gadgets play an important role in office functioning. So office layout should such that all the office equipment is arranged in such a manner that the staff may utilize it in the most efficient manner and it does not harm the smooth functioning of the office. For example, frequently used equipment should be near at hand and noisy equipment should be placed separately so that it does not affect the concentration of the staff.

V. Safety: Good office layout should follow the principles of safety. There should be provision for emergency exit in case of any untoward incident like fire, earthquake or any other natural or human disaster. There should be adequate space for opening of the doors, windows, drawers, etc. to avoid accidents. Office manager should keep in mind that maximum utilization of the floor area should not be at the cost of safety. Office Accommodation and Environment 52 Office Procedure-I

VI. Amenities: There should be appropriate provision for amenities for the employees like drinking water, cafeteria, rest rooms, toilets, lifts, etc. These facilities should be provided at the convenient places accessible to all the staff members.

VII Flexibility and Expansion: The office layout should always be flexible and capable of being expanded as per the enhancing requirements of the organization. Provision for adjustment of maximum workload should always be kept in mind at the time of planning office layout.

VIII. Pleasant Appearance: The office layout should not only be functional but also be pleasant in appearance. A good looking office encourages the staff to work with sincerity, dedication and devotion. Employees feel association with a good office whereas if it is not pleasing, it leaves an impression of being at an unfriendly place and not at one's own place.

Open v/s Closed Plan Layout

One of the major decisions to be made by any organization is regarding closed offices or an open plan layout. In the closed plan layout, separate rooms for the different departments or sections are allocated whereas in open plan layout departments or sections are accommodated into one large room or open space. Both types of layouts have their own set of advantages and disadvantages. An office manager in given circumstances can compare the pros and cons of both the systems and can decide the suitable plan for the office.

Advantages of open offices

i. Open plan offices make better utility of the available work space and can place more employees in an office because no space is wasted in partitions or walls.

ii. Open offices facilitate better communication. There is no time wasted in exchange of messages because everyone is visible to each other in the same area.

Iii. Supervision is easy in the open offices, as everyone is in a centralized area. There is no need to track someone down from office to office.

iv. Executives are in constant touch with the staff in an open office. While taking up an issue at one time, managers may also deal with other issues or employees simultaneously. This makes faster handling of issues and problems. Similarly employees are also in constant contact with Managers and senior managers; they are able to reach management more quickly. This arrangement leads to faster resolving of issues and problems and ultimately leads to higher productivity.

v. Open space offices are more economical in all physical aspects. Air conditioning, electricity, lighting, equipment, telephone facility or networking, everything is comparatively cheap of one centralized area instead of providing these facilities in several rooms.

vi. Open space offices provide a democratic set-up because all the hierarchical levels of the organization are placed in the same centralized area.

vii. Open offices are more flexible as it can be changed more quickly and with minimal effort as per the need of the organization.

Disadvantages of open offices

i.   Open space offices are noisier than closed plan offices. Phone conversations or conversations between employees can be overheard easily. When several conversations happen at one time, the open space offices get quite noisy and lead to employees becoming distracted which may ultimately lessen their productivity.

ii.   Frequent movements of the staff members and visitors, etc. may cause distraction to the working personnel.

iii.   Open office spaces lack the element of security because employees cannot lock their premises separately. This may lead to security risks

iv.   Privacy and secrecy cannot be secured in an open office plan. Such type of plan is not suitable if work of the organization is of confidential nature.

v.   Infections can spread easily in an open office plan. For example in case of outbreak of any infectious disease like flu, most employees may catch it and ultimately productivity will get adversely affected. vi. Tastes of different employees may vary as regards lighting, heating, and air conditioning are concerned. So level of satisfaction regarding physical environmental conditions cannot be attained for all the employees.

vi.   vii. Senior level staff usually desire to have private offices. In case of open office, they may develop a reduced sense of belongingness and apparent loss of status. This can cause problems among the employees, which may damage productivity and employee relationships.

Advantages of closed planned layout or Private Offices

Private offices or cubicles are the small private spaces, separated by full or half partitions. Usually such private offices are allotted to the top executives of an organization or to a group of employees who have been assigned with the work of confidential nature or such work which needs greater level of concentration, i.e., accounting work.

Main advantages of private offices are:

i)   Private offices provide greater level of secrecy and privacy.

ii) Employees allotted personal offices, develop a sense of prestige and belongingness, which acts as a positive booster for morale building.

iii) Closed plan layout provides greater level of concentration which increases the efficiency of the workers.

iv)They provide better healthy environment. If one employee is down with any infectious disease, he/she may not affect others.

v) Better physical environmental facilities could be given to all the employees as per their individual requirements, i.e., level of cooling, heating, light, ventilation, etc.

vi) Employees enjoy better security as they can simply lock their office premises when they leave their seat and can ensure safety of the documents in their custody.

Disadvantages of the closed plan layout

i) If an organization adopts closed plan layout it cannot utilize the floor area to its full capacity as it wastes around 25 to 33% of the floor area in partitions and corridors.

ii) It is more difficult to control and supervise the office staff in a closed plan layout as one has to look into various private offices.

iii) Partitions between offices may disrupt the flow of work due to communication gaps and non-availability of support staff for movement of papers and other office documents etc.

iv) Partitions may affect free ventilation and the flow of natural light adversely.

v) Such office plans are less flexible in comparison with the open offices as they need a lot of change in the layout whenever needed.

There are advantages and disadvantages to each office layout, and the pros and cons should be weighed against each other before a decision is made considering what is best suited for the organization.

Unit -4

Office Environment

Employees generally prefer to work in a comfortable work environment. They are more productive when the working conditions are pleasant and satisfactory. OVerthe years, enlightened managers have realised the importance of providing congenial working conditions to the employees. Office

work is mostly mental work which is repetitive and monotonous. It requires greater concentration of mind, free from distractions. Poor working conditions cause mental strain. As a result, efficiency of work and the quality of performance suffer, and employee's morale tends to be low. It is, therefore, the duty of an office manager to provide an environment which is comfortable and conducive to efficiency of work.

COMPONENTS OF OFFICE ENVIRONMENT

The term 'office environment' refers to the general physical conditions under which office activities are performed. The major components of office environment .It include

• Interior Decoration

• Furniture and Fixtures

 • Lighting and Ventilation

• Sanitation, Cleanliness and Health

 • Safety and Security

INTERIOR DECORATION

Interior decoration includes pleasant coloring of walls, doors and windows; placing 4of attractive calendars, pictures, paintings, and charts on the walls; choosing the ~right type of floor coverings, and the use of suitable furnishings. It is, in short, -a way of decorating the interior of a room or building. It has been found from experience that decent interior decoration gives a pleasing appearance to the office and makes employees cheerful at work. A tastefully painted and well-furnished office stimulates office employees to perform better. Drab surroundings depress the mind and ultimately affect the employee's will to work. The office rooms should, therefore, be painted with appropriate colors and pleasingly decorated to have a positive effect on the morale of office staff.

FURNITURE AND FIXTURES

Office work is performed by the clerical staff who have to spend long hours III the office every day. Suitable furniture should, therefore, be provided to enable them to perform their tasks comfortably,

speedily and efficiently. The term 'furniture and fixtures' in an office includes desks, tables, chairs, cabinets, trays, almirahs, cupboards, and other necessary fittings and fixtures like desk lamps, wastepaper baskets, telephone stands, racks for files, etc. Good office furniture offersa comfortable place to sit and a convenient place for positioning equipment (typewriters, calculators, etc.) papers and books. Moreover, it makes the office attractive and contributes to good working environment. It also serves as a source ofincentive by stimulating employees to do better work by deveJ.oping a favourable attitude toward their jobs.

LIGHTING

Lighting is perhaps the most important of office environment. Virtually every task performed in the office requires proper light. There can be no proper work done without adequate light. Poor lighting, or strong lights with attendant glare, cause eye strain, mental fatigue and irritation. This, in turn, results in delays, interruption and mist-kes in office work. Therefore, to provide for adequate lighting is essential for employees to perform their tasks satisfactorily.

VENTILATION

Ventilation in the office refers to the supply of clean and fresh air of the right amount, right temperature and humidity (moisture in the air). As a rule, the office should be well ventilated. Constant flow of fresh air in the office reduces fatigue. In the absence of proper ventilation, the rooms become stuffy, especially during rainy seasons, causing drowsiness and dullness in the employees. Droughts, especially during summer when hot winds blow, cause irritation to the staff. In a hot and humid country like India, the problem is one of ensuring a steady flow of cool, dustless, air in the right speed and humidity (at least 600 cubic feet per person per hour is the normal requirement).

NOISE

Noise may be defined as an unwanted sound inside or outside an office. The effects of noise on employee's performance include difficulty of concentration (hence, reduced output), high error rates, increased fatigue and low morale. Even frictions among employees may be traced to mental irritation caused by noise. The office manager trying to provide a good work environment must,

therefore, pay attention to the causes producing noise, internal as well as external, and try to control the same through some positive steps.

CLEANLINESS, SANITATION AND HEALTH

Insanitary conditions may affect the health of employees adversely and they may find it difficult to discharge their duties properly. It is, therefore, necessary that office rooms are kept neat and clean, free from bad odor and infection. To this end, disinfectants should be used. Walls, partitions, ceilings, doors and windows should be whitewashed, painted or varnished at least once in two years. Waste papers and waste materials should be collected and disposed of at regular intervals. ' A sufficient number of spittoons should be placed wherever needed. Finally. adequate cloak rooms, latrines, and urinals should be provided at different convenient places. For regular cleaning, the cleaners employed should be provided with appropriate equipment's and materials.

SAFETY

Besides providing congenial working conditions in the office, the office manager should also adopt suitable measures to ensure the safety of all employees working in the. office. This is because accidents can occur even in offices on account of various reasons like:

i)Floors are highly polished and slippery.

 ii) Floors and staircases sometimes remain wet with water, soap or oily substances;

iii) Floors are covered with torn or loose carpets;

iv) Trailing of telephone wires on the floor;

v) Leakage of electricity;

 vi) Poor lighting and ventilation; and

vii) Sharp edges of wooden and metal equipment which are not covered.

SECURITY

One of the important functions of an office is to keep and preserve documents for future reference and use. To this end, all documents and office records should be kept under proper security. No

piece of record should be taken out of office premises without seeking proper permission. Where the security arrangements are poor, there is always a possibility of theft, unauthorized removal or destruction of office records. To ward off such threats, it is necessary to keep important documents (deposit receipts, title deeds, bills of exchange, cheque books, registration documents, etc.) in office safes or bank lockers. Employees should be asked to take care of important official papers. They should be held responsible for any loss of records under their charge. Modem organizations employ night guards as a special security measure. Large-scale organizations go for fidelity guarantee insurance to cover the risk of defalcation, fraud, and embezzlement on the part of employees. Other security measures like seeking reports regarding the behavior of employee from respectable persons (known as reference checking), demanding cash security from employees handling cash, etc. have become quite common these days. After employees are appointed, they should be given identity cards. This helps in preventing un authorized entry of -outsiders inside an office.

Unit-5

Organizing an Office

What Is an Organizational Structure?

An organizational structure is a system that outlines how certain activities are directed to achieve the goals of an organization. These activities can include rules, roles, and responsibilities. The organizational structure also determines how information flows between levels within the company. Decisions flow from the top down in a centralized structure. Decision-making power is distributed among various levels of the organization in a decentralized structure. Having an organizational structure in place allows companies to remain efficient and focused.

Types of organizational structures

Businesses can consider several organizational structures depending on their size, industry, and goals. Here are some of the most common types functional organizational structures:

Hierarchical structure: This is a traditional organizational structure with a transparent chain of command and relationships. Each employee reports to a single manager, and decision-making power flows from top to bottom.

Functional structure: In an available form, departments are organized by function, such as marketing, finance, or operations. Each department is responsible for a specific set of tasks, and employees within each department have specialized skills.

Matrix structure: A matrix structure combines elements of both a functional org structure and project-based systems. Employees may report to an active manager and a project manager, allowing for greater collaboration and flexibility.

Team-based organizational structure: In a team-based system, the organization is divided into self-managing teams that work together to achieve a common goal. Each unit has a specific set of tasks and is responsible for deciding how to move human resources to accomplish them.

Divisional or multidivisional structure: A divisional structure is typically used by larger companies with multiple lines of business. Each division operates as a separate entity with its functional departments and reporting under one organizational structure.

Network structure: A decentralized network where employees work together in a web of network structures, teams, partnerships, and alliances. This type of structure is often used by companies that operate in a rapidly changing environment.

Market-based divisional structure: The company is divided into divisions based on product lines or geographic regions in a market-based divisional system. Each division operates as a separate entity with its functional departments and reporting structure.

Flat Structure: A flat structure is one in which the traditional hierarchal relationships are eliminated. This type of organization typically has fewer layers of management, with employees having more autonomy and decision-making power.

Benefits of organizational structures

Organizational structures can provide several benefits, including:

- Greater efficiency and effectiveness
- Improved communication and collaboration between team members
- Increased accountability among employees
- Greater clarity of roles and responsibilities
- Better decision-making processes
- Improved customer service, and more.

These benefits help organizations achieve their goals faster than if they had no formal structure already in place. Additionally, having a well-defined structure can help ensure that resources are used most effectively, resulting in higher productivity and improved profitability.

The Organizational Process

Organizing, like planning, must be a carefully worked out and applied process. This process involves determining what work is needed to accomplish the goal, assigning those tasks to individuals, and arranging those individuals in a decision-making framework (organizational structure). The end result of the organizing process is an **organization** — a whole consisting of unified parts acting in harmony to execute tasks to achieve goals, both effectively and efficiently.

A properly implemented organizing process should result in a work environment where all team members are aware of their responsibilities. If the organizing process is not conducted well, the results may yield confusion, frustration, loss of efficiency, and limited effectiveness.

In general, the organizational process consists of five steps (a flowchart of these steps is shown in Figure 1):

1.Review plans and objectives.

Objectives are the specific activities that must be completed to achieve goals. Plans shape the activities needed to reach those goals. Managers must examine plans initially and continue to do so as plans change and new goals are developed.

2.**Determine the work activities necessary to accomplish objectives.**

Although this task may seem overwhelming to some managers, it doesn't need to be. Managers simply list and analyze all the tasks that need to be accomplished in order to reach organizational goals.

3.**Classify and group the necessary work activities into manageable units.**

A manager can group activities based on four models of departmentalization: functional, geographical, product, and customer.

4.**Assign activities and delegate authority.**

Managers assign the defined work activities to specific individuals. Also, they give each individual the authority (right) to carry out the assigned tasks.

5.**Design a hierarchy of relationships.**

A manager should determine the vertical (decision-making) and horizontal (coordinating) relationships of the organization as a whole. Next, using the organizational chart, a manager should diagram the relationships.

Organizational Structure – 9 Main Principles Common to all Organizations

There are some principles, which are common to all organizations. These principles offer guidance for the creation of a sound, efficient and effective organization structure. In other words, these principles are the sound criteria for efficient organizing. They ensure smooth and orderly working of a business enterprise.

Some of the principles are:

1. Unity of Objectives.

2. Division of Work and Specialization.

3. Delegation of Authority.

4. Coordination.

5. Unity of Command.

6. Flexibility.

7. Simplicity.

8. Span of Control.

9. Authority and Responsibility.

Principles 1. Unity of Objectives:

Objectives of the enterprise influence the organization structure and hence the objectives of the enterprise should first be decided clearly and firmly. In addition, there should be unity among the objectives decided. This gives clear direction to the whole organization and it will be geared for the achievement of such objectives. The organization acts as a tool for achieving the objectives.

Principles 2. Division of Work and Specialization:

Division of work leads to specialization. Every department of an organization should be given specialized functions. This will raise the overall efficiency and quality of work of an organization.

Principles 3. Delegation of Authority:

There should be proper delegation of authority in every organization, particularly in large organizations. The basic idea behind delegation is to see that decision-making power is placed at a proper place. Delegation should go to the lower levels of management. Everyone should be given authority, which is adequate to accomplish the task assigned to him. Delegation is useful for getting the things done through others.

A successful manager normally does not perform the jobs by himself. He delegates the authority and responsibility to his subordinates. He also motivates his subordinates and sees that they take initiative, work efficiently and contribute for achieving organizational objectives.

Principles 4. Coordination:

Organization involves division of work and depart mentation. This naturally suggests the need of proper coordination among the departments and efforts of people working in an organization. Due to coordination one clear-cut direction is given to people/departments, and efforts will not be wasted.

Principles 5. Unity of Command:

Unity of command principle suggests that each subordinate should have only one superior whose command he has to obey. Dual subordination is undesirable as it leads to confusion, disorder, uneasiness and indiscipline. An employee should not have more than one boss to whom he has to report and also function as per his orders and instructions. Reporting to more than one boss leads to confusion.

Principles 6. Flexibility:

According to the principle of flexibility, the organization structure should be flexible and not rigid. Such structure is adaptable to changing situations and permits expansion or replacement without any serious dislocation and disruption. There should be an in-built arrangement to facilitate growth and expansion of an enterprise.

Principles 7. Simplicity:

The organization structure should be simple for clear understanding of employees. The structure should be easy to manage. Internal communication will be easy due to simplicity of organization. The organization structure should be simple as far as possible. The levels of management should also be limited.

Principles 8. Span of Control:

The span of control, as far as possible, should be small and fair. This means a manager should not be asked to keep supervision on large number of subordinates. The span of control should be narrow and manageable. It should be properly balanced.

Principles 9. Authority and Responsibility:

Authority acts as a powerful tool by which a manager can achieve a desired objective. Authority of every manager should be clearly defined. Moreover, it should be adequate to discharge the responsibilities assigned. The superior should be held responsible for the acts of his subordinates. He cannot run away from the responsibility simply by delegating authority to his subordinates.

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