



Master Consultants Ltd

Growing People, Growing Organizations

INTERNATIONAL DIPLOMA IN OFFICE MANAGEMENT & ADMINISTRATION

(ADMINISTRATIVE MANAGEMENT)

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STUDY & TRAINING MANUAL ON **OFFICE MANAGEMENT & ADMINISTRATION**

Module One

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**You will also find the Contents/Syllabus of what you will learn in
Modules 2 to 12 of this Program**

Module One

THE OFFICE AND MANAGEMENT

The Role of an 'Office'

To the layman, the word “office” might conjure up a picture of just one room; the office of a manager or another executive, for example.

However, in an enterprise ‘**The Office**’ is enterprises, however, might occupy a number of rooms, perhaps, located on two or more storeys of a building or with “divisions” of the Office located at various strategic positions in a large

“A section or department of that enterprise which is delegated the responsibility for performing certain important functions, and for providing certain essential services for the enterprise as a whole.”

During this Program, when we use the word Office with a capital letter **O**, we are referring to the section or department.

The Office of a small enterprise might, indeed, occupy just one room. The Offices of larger complex. An enterprise which comprises a number of large departments might need to have an Office situated in each such department; for example, there could be a “Sales Office”, a “Stores only small Office staffs (although their total work forces might be very large); common examples include manufacturing businesses, mines and building contractors.

Office” or “Warehouse Office”, an “Accounts Office”, and so on as appropriate. In addition, there might well be a “Central Office” to co-ordinate and control all the Office functions and services

from wherever, for convenience, they might need to be performed.

The activities of some enterprises necessitate them employing large numbers of clerical, secretarial and other Office personnel; examples include banks, finance houses, insurance companies and building societies. In contrast, other enterprises of comparable size might need

secretarial and computer personnel), which **it needs** in order to function smoothly and efficiently. Clearly, too, the **status** of the person placed in charge of the functions performed by the Office and the services provided by it, will depend upon the size of an enterprise and of its Office. In some cases he or she will be a senior clerk or an Office Supervisor working closely with the owner or manager of the enterprise. In other cases an Office Manager - increasingly being called the ‘**Administrative Manager**’ - will be appointed to a senior position (or “post”)

Clearly the size of a particular enterprise and the nature of the activities in which it is engaged dictate the size of the Office and the number of Office “staff” (that is, non-manual clerical,

and he or she might even need to be a member of the Board of Directors (of a company).

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Whatever its size, the Office of any enterprise is basically concerned with **information**, which is today often referred to as '**data**'. The activities of an Office can broadly be divided into:-

Gathering, receiving and recording information.

Collating the information collected, analysing it and then presenting it in the formats in which it is most useful to the people who require it.

Storing the information, for example filing it or inputting it to computer, so that it is readily available when it is required.

Communicating - or "passing on" - the information, in the formats in which it is required, to those people who need it.

We consider each of the above functions in detail in later Modules of this Program.

Information will be **received** by the Office both from within the enterprise itself (from people, sections and departments) as well as from "external" sources, and will similarly have to be '**communicated**' to destinations both within the enterprise and outside it. The importance of good internal and external communications - which is very often the responsibility of the office manager or administrator - is also considered at length, in Module 3.

The functions performed by an Office and the services it provides have an important bearing on the smooth running and efficiency of the entire enterprise of which it forms part. It is therefore essential that the Office is itself **efficient** and **well managed**.

The Meaning of Management

It follows from the foregoing that it is necessary for all people who aspire to positions as supervisors, managers or administrators in charge of Office activities to have a sound knowledge of what is involved in **modern management**, and for them to be **proficient managers of people**.

It is very common for people who reach positions as Office supervisors, managers and administrators to have started their careers in clerical and/or PA/secretarial positions, and to have secured promotion as the result of the knowledge and practical experience they have gained. That is very good grounding, because in general a manager or supervisor needs a good knowledge of the work to be performed (in this case *office practice* and *office routine*) in the section or department under his or her control.

However, it does **not** necessarily follow that even the most efficient and experienced clerk or as supervising and controlling their efforts. To put it simply, it can be said that management is involved with:

secretary will automatically make an effective supervisor or manager. The reason is because

his or her task as a supervisor or manager will involve FAR MORE than the performance of

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clerical or secretarial work alone.

Managing the work of other people is a very different task from actually performing the work oneself. That is because management involves planning, organising and co-ordinating the work of those other people, training them, motivating them to work well and **co** willingly, as well

with just inanimate objects, services or theories, but with unpredictable men and women, each

simply walk on to the football pitch, stand wherever they feel like and start kicking the ball in

“Ensuring that a group of people work together in the most effective and efficient manner to achieve a stated goal in the most economical way.” Management is a job, but a job which is that much more difficult because it involves dealing not

of whom has a different and complex character. Management involves providing **leadership** for the group of people and much more; they require training, advice and guidance, supervision and control, and if the stated goal or objective is to be achieved, their work must be so planned, organised and co-ordinated that they work together as a **‘team’**.

Having used the words *“goal”* and *“team”*, it is possible to examine further the objectives of management using an example with which most people are likely to be familiar - a soccer team.

Such a team comprises eleven people. Each of them is an “individual”, but they do NOT any directions at random. If they did so, they would stand little chance of beating the opposing side! **No!** - under the direction of the *team captain* - who is one of the eleven players - and the *team manager*, who might not necessarily be one of the players, and who might remain off the pitch or field, we find that:-

- ✱ Each team member takes up a *predetermined position* where possible the position which, from previous observation, he or she has been found to be most suitable.
- ✱ From prior training, each player should *know his or her role* in the team (as an attacker or as a defender, for example), and should *know the rules* of the game - and should understand why those rules must be observed and not ignored.
- ✱ Whenever possible, the members of the team will try to play the game to *a plan or method laid down in advance* by the team manager.
- ✱ Their efforts on the field will be *controlled and co-ordinated* by the captain, who will give *additional instructions* and take *on-the-spot decisions* as necessary.
- ✱ Because the eleven players are a team - and not just eleven individuals playing separately with the same ball - they will *pass the ball* to team-mates, will try to *create opportunities* for them, and they will play **TOGETHER** in co-operation to *achieve their objective* - which in their case is to score goals against the opposing team.
- ✱ By giving *guidance and encouragement*, the captain and the team manager will *motivate* the team members to do their best to win.

Management In Business

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The foregoing example can be related to a business, especially as many professional soccer teams are run along business lines. The team manager would be the owner of the business or a departmental or section manager of it, who might not actually perform the work concerned, but who must possess considerable knowledge of that work. The equivalent of the captain will be a supervisor or a foreman or an assistant manager, who although subordinate (junior) to the manager, will work closely with him. The other players would be the members of the workforce of the enterprise or the relevant section or department of it.

The **objective** of the particular enterprise, section or department might be the production of an item or the sale of an item or the provision of a service. The manager and the supervisor must ensure those members of the workforce under their control - their "subordinates" - are so organised and controlled that they **work together** to achieve the stated objective; therefore:-

Each individual must know what he or she has to do, when and how to do it.

Whenever possible or feasible, each person should be given the work to do which he or she is most suited to perform, and adequate training should be given to each on the best and

most efficient methods of performing that work.

The work of all subordinates should be planned in advance and so organised that one person

is not idle whilst another is overloaded.

construction managers, and many, many more; and even the functional or technical work of a factory manager in one enterprise might differ greatly from that of a factory manager in another.

The efforts of all subordinates should be co-ordinated so that there will be no hold-ups or

delays and so that, if necessary, work will flow smoothly from one person to the next.

The manager and supervisor must be available and willing to advise, guide, assist and might not go on to the pitch and kick the ball during a match. The modern worlds of commerce, industry and administration are complex, and it is that very complexity which has led to what is called '**specialisation**' and the '**division of labour**', by which different people specialise in - and become specialists in - different types of work.

encourage their subordinates.

You will no doubt have noted the statement that the manager **might** not actually perform the work on which his or her subordinates are engaged; exactly as the soccer team manager. All those managers should have considerable knowledge of the technical aspects of their jobs in

addition to being **proficient managers of people** (it is not, in any case, easy to train, supervise and control the work of others without knowing what they are - or should be - doing.)

Therefore, the **functional** or **technical** work of different managers might vary enormously: there are office managers, sales managers, stores or warehouse managers, production managers,

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The duties of **any** manager or supervisor comprise two different aspects:-

The ‘technical’ or ‘functional’ aspect, which is concerned with ***the work to be performed*** by his enterprise, department or section; and

The ‘human’ or ‘managerial’ aspect, which is concerned with ***the people who perform that work*** in his enterprise, department or section.

A factory manager, for example, might spend all of his working hours on management and might take no part in the physical production of the item(s) manufactured in the factory; he might not, for instance, actually operate a machine - but he **must** know how those machines operate, how to train operators for them, what maintenance they require, their performance features and limitations, and much more (and the same applies to an office manager in relation to Office machines and equipment.)

Similarly, a sales manager **must** know everything about the products to be sold, and he might spend most of his time training and controlling his salesforce, organising market research, arranging advertising and publicity, etc. He might leave most of the actual selling work to his salesmen and/or saleswomen; but he will probably be called upon to help them with important or difficult customers or with complicated sales, and so at times will be actively engaged in meeting customers and thus in the actual work of selling.

Some estimates indicate that a managing director might spend 80% to 90% of his or her working time on management; that senior managers spend approximately 50% of their working time on management; whilst junior managers and supervisors might spend from 25% to 30% of their working time at work on supervision.

Although a particular manager’s “team” of subordinates might not actually confront an opposing - competitive - team on a playing field as in the soccer example, it is often vital that his subordinates “beat” a similar group employed by a competitive enterprise; not by scoring goals against them, but by producing a better product or providing a more efficient service, or can see just how important are proficient managers and effective management to any enterprise. Before considering in more detail what is involved in management - its functions - one by producing the product or providing the service more economically. Most businesses have competitors producing similar products or providing similar services; in most cases a business can survive **only** by keeping abreast or ahead of the competition, and can only expand (for the benefit of its owners, managers and other employees alike) by doing **better** than its competitors.

As it is only the skilled manager who can “weld” his or her subordinates into an efficient and co-ordinated team capable of achieving its objective in the best and most economical way, you

underestimated. The Office is ~~not~~involved in the “primary” functions of the enterprise - as are the production department and the sales department, for example - and so there is a tendency to look upon it as being “*nonproductive*” and, in consequence, of little “value”.

important matter must be stressed. Not only must the Office be well managed, but ***it must be***

seen to be so - through: .

☐ its provision of ☐ ***efficient services to;***
and by .

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□□its provision of□all needed assistance to
all other sections and departments of the enterprise.

The Functions of Management

This is essential, because in some enterprises the great importance of the Office is sadly That is quite an **unrealistic view**, as you will appreciate more and more as you proceed with your studies in this Program. But it is a view which is expressed in some enterprises. In such cases an office manager and his or her subordinates - often referred to as Office '**staff**' - must work especially hard to convince other managers - and top management in particular - of the **true worth** of his or her department to the enterprise as a whole, and also to justify the

expenditure necessary to ensure its efficient operations.

An early management theorist named Henri Fayol (1841-1925) postulated that the "human"

aspects of any manager's job could be divided broadly into five functions or activities as follows:-

- Planning** This involves deciding how the predetermined objectives of the enterprise or department of it, should be achieved in the most efficient and economical way in accordance with policy.
- Organising** This involves putting the "theory" (the plans) into practice - so arranging the work to be performed that the objectives will be achieved as laid down in the plans.
- Co-ordinating** This is very closely related to organising, and ensures that although different staff might perform different work, all their efforts "mesh" smoothly together and are directed towards achieving the common objectives.
- Commanding** This involves providing "leadership" for subordinates, and it also requires the ability to "motivate" them, that is, to inspire them to give of their best in achieving the set objectives, by creating a good morale or working spirit amongst all those employed by the enterprise.

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Controlling. This comprises supervising the people employed, checking their work and the equipment used, to ensure that the end products or output are or achieve the desired objectives; it also includes the recording of performances to provide a guide for similar activities in the future.

Fig.1/1. Henri Fayol's functions of management



those might be and who decides what they are to be. Basically, objectives are the goals which an enterprise aims to achieve; in fact their *attainment is the principal reason* for the existence of that enterprise. You will have noticed from our earlier brief descriptions that the functions of management are

all concerned with achieving OBJECTIVES, and it is therefore necessary to first consider what

to a new section of an enterprise, for example the establishment of a computer or IT section in

Before any enterprise is started or established, a person or a group of people has to **decide what that enterprise is going to do**. Is it going to manufacture something - if so what? It is going to buy and sell - if so what? It is going to provide a service - if so what? The same applies

In some cases the answer or decision is fairly straightforward, for example a person might

decide to open a bookshop, or an experienced painter/decorator might decide to set up on his own

instead of working for others, or management might decide to establish a centralised filing section.

However, in other situations considerable thought and research might be necessary before it is



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decided whether or not to produce or to provide something which is not already available, or which is likely to be able to compete successfully with similar products or services

You should note that the specific objectives of what are commonly called “businesses” are combined with the objective of PROFIT; that is, the result of achieving the specific objectives

Hand in hand with the decision on the objectives of an enterprise is the necessity to decide in broad terms **how** and **where** the objectives are to be achieved, that is, to lay down the basic POLICIES of the enterprise. If the objective of a particular enterprise is to sell, then it must be decided how sales will be made (for example, for cash and/or on credit) and where sales will be made; from shop(s) or stores or by mail- order or through travelling or door-to-door salesmen, or through Internet websites, etc, and, of course, where the premises from which the enterprise will operate will be located.

The Interpretation and Implementation of Policies

Once the initial objectives and the basic policies of an enterprise have been decided upon, the actual achievement of those objectives is the responsibility of the members of the management



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team (which in a small concern might comprise just one person, that is, its owner or “manager”.) In other words, they have to set in motion the various activities which will **actually gain those objectives** IN PRACTICE.

That involves two important factors:-

- ★ Firstly the policies must be **interpreted**. This means that the policies must be examined carefully, and “broken down” to see clearly what activities and tasks will have to be undertaken.
- ★ Secondly, once it is clearly understood what will be involved, it can be decided what steps must be taken to **implement** the policies - what actions are necessary to put them into actual practice.

In other words, the policies - the theory - have to be **‘translated’ into action**.

Unless an enterprise is very small, in addition to there being objectives set for the enterprise as a whole, there will also be *departmental objectives* set by its top management (such as the board of directors of a company) with policies laid down for the attainment of them.

The objectives of a particular department will, naturally, be narrower in scope than those of the enterprise as a whole. For example, the basic objective of the Office (department or section) will be to provide certain needed services to some or all other departments and/or sections of the enterprise - and to do so as efficiently and economically as possible. The policies for the Office (regardless of its size or the number of people employed in it - possibly just a few clerks and/or secretaries or computer operators in many instances) will cover such matters as what services are to be provided, how they are to be provided and from where, etc.

Unless **each** department - the Office included - attains its set objectives, the overall objectives of the entire enterprise might not be achieved.

An office manager or administrator - who as a “specialist” might be able to advise or influence **interpret** the — policies laid down — for the Office - as a department; the top management on setting his or her department’s objectives and in its policy making - will be required to:-

and

implement those policies to achieve the objectives set for the Office.

In doing so, he or she will have to set objectives and lay down policies for their achievement for each of the sections of the Office which make up the department. The objectives of each section will inevitably be narrower in scope than those of the department as a whole; but each



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have to interpret the policies for his or her section and implement them. That will require him or her, in turn, to set the even narrower objectives - and to lay down policies for their achievement - for each team in the section, which will be under the control of a supervisor or a senior clerk.

section must attain its set objectives.

Each section manager - under the guidance of the office manager or administrator - will then

Finally, each supervisor or senior clerk will have to interpret the policies and implement them. He or she will do that by explaining clearly to each member of his or her workgroup - in clear and familiar terms - what he or she is to do, when and how.

So you can see that, stage by stage, the broad, overall objectives and the policies set by the board of directors, are "broken down" into the possibly very narrow range of tasks and activities to be performed by each individual employee.

The functions of management are all concerned with the interpretation of policies and their implementation in order to achieve the set objectives. We must now turn our attention to a more in-depth study of them

Planning

Plans are *routes to objectives*. Once objectives have been decided upon, planning is necessary to work out **how to achieve** those objectives **in practice** within the framework of the policy which has been formulated.



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- * Top management - such as the board of directors - is involved mainly with long-term planning or '**strategic planning**', which is concerned primarily with deciding what the objectives of an enterprise should be in two, four, five or even ten years ahead, and with laying out its future policies. Such planning is concerned mainly with the enterprise as a whole rather than with individual departments or sections.
- * Senior management is involved in '**tactical planning**', that is, planning how the overall strategies are to be achieved; devising and operating short-term plans, for up to a year ahead.
- * Other levels of management are involved mainly in very short-term '**activity**' or '**operational planning**' involving the day to day running of departments or sections and individual assignments; for example, an office manager must plan the work of his subordinates in the office, or decide what each member of that team should be doing at any given time.

A good deal of the planning which an office manager will be called upon to perform will involve

making routine decisions and dealing with everyday matters; for example, planning the work of a team of Office staff, which might be similar week after week. However, plans must always be **flexible** so that they can quickly and easily be modified in the light of events. For example, an office manager might have decided how his team will cope whilst one member of it is on holiday, and has planned the rearrangement of the work. But the day after the implementation of the new plan, another Office worker falls ill; so he must quickly modify his plans, and determine how the work can be rescheduled with two people away.

on the part of the manager, because his plans and decisions will be based largely on past

experience with similar, or even identical, problems. Other planning might require far more

Much of such routine planning will be an automatic process, requiring little conscious thought

conscious thought, investigation and research before decisions are reached; diverse examples

include planning the training of new Office personnel, planning the implementation or upgrading of a computer system, planning the production of a report.

Organising (sometimes spelled Organizing)

Once the plans - that is, the theory - have been formulated, a manager is involved in organising

work, for example:-

the physical and human resources at his or her disposal - the men and women, materials, machines and equipment, and even the premises - to ensure that the objectives are achieved as planned.

Organising involves **much more** than simply instructing a given number of people to start

Each person must know exactly what work he or she has to do (and if necessary must be taught or trained to perform that work correctly and efficiently), how the work is to be done,

when it is to be done, and so on.

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The various materials needed must be readily available; as must the services necessary, such as electricity for example.

The best machines and equipment, within the financial resources of the enterprise or department, should be available for use, regularly serviced and maintained in good working order and - if necessary - training must be given to the personnel who will operate it, so they will do so efficiently and safely.

The allotted premises must be so laid out as to provide for the maximum efficiency and convenience and safety.

The available amount of space must be utilised in the most effective layout, to avoid wasted effort, duplication and unnecessary movement.

There must be adequate and competent, trained personnel to perform the work concerned.

To summarise, we can say that organising involves:

"Ensuring that the right staff, the right materials and the right equipment are in the right places at the right times and in the right quantities, so that work will proceed in accordance with the formulated plans, without delays, hold-ups or stoppages."

Co-ordinating

Organising and co-ordinating are very closely linked, and frequently co-ordinating is an essential continuation of organising. Co-ordinating involves ensuring that all efforts *move smoothly together in the same direction*, that is, towards the attainment of the common objectives.

Co-ordination is as essential by top level management as it is at junior management and supervisory levels. For example, the managing director or general manager must ensure that the efforts and activities of all the different departments of an enterprise are in harmony, and work in co-operation; there is no point in, for example, the sales department endeavouring to sell items which are not yet in stock or in production! Good relations and good communication between departmental managers must be developed and fostered so that they work together in concert.

At the other end of the scale, the more junior manager or supervisor must co-ordinate the work of his or her subordinates so that although different people might be performing different tasks, work will, when necessary, flow smoothly and continuously from one person to the next. For example, in an Office one clerk might "draft" a letter (in rough form) which - perhaps after being checked by another person - has to be passed to a typist or computer keyboard operator for typing or word processing; after production the letter might have to be passed to another person (perhaps the manager) for checking and signing, after which it will be passed to the person whose duty it is to actually "despatch" or "transmit" the letter (by hand, post/mail, fax or email) to its addressee. Furthermore, a copy of the letter and that to which it is a reply must be correctly filed - perhaps by a filing clerk - for future reference.

Commanding

Common and routine Office operation, but their tasks must be so planned, organised and co-ordinated that the efforts of each mesh together like gearwheels. Delays and backlogs would occur if, for instance, the clerk drafted fifty or sixty letters before they were checked and passed the person who performs the typing or computer input - who might in the meantime be sitting idle waiting for typing work, and so on "down the line".

Organising and co-ordinating are also essential to ensure that work is evenly distributed so

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people to do something. What we do mean is the performance of the important function of

'leadership'. We can define "leadership" as being the ability of one person to exert a positive

that one person is not idle whilst another has more to do than he or she can reasonably cope with. At the same time, wasted effort, duplication of work and unnecessary movement - of personnel and documents - should be reduced or eliminated as far as is possible (we refer to these matters later when discussing Organisation & Method Studies.)

influence over the thoughts, behaviour and actions of one or more other persons, and then to direct their thoughts, behaviour and actions towards achieving a common goal or objective.

A manager must - by definition •- be a **leader**; his managerial functions are concerned with

planning, organising, co-ordinating, controlling and directing the activities of **other people**

When we use the term "commanding" in this context we do not mean simply "ordering" other **'motivate'** his or

his subordinates; we refer to this activity as being **'motivation'**.

Motivation is directly concerned with the people who work for a particular enterprise; its personnel or workforce. It involves encouraging them to work well and willingly in the most economical manner in the best interests of the enterprise; and in their own best interests, too. No matter how automated or computerised an enterprise or a section or department of it might be, its objectives will still have to be achieved through the efforts of PEOPLE. And people need to be **motivated** - induced, persuaded, prevailed upon (but **not** forced) - in a humane, understanding way to give of their best.

However, what motivates one person or group of people might not necessarily motivate another, and therefore for the best results a manager should, as far as it is feasible, get to know something about each of his or her subordinates, because:-

- ❖ Mere financial reward is more of an incentive than a motivation to many people, although the end result - greater effort or better performance - might appear to be the same.
- ❖ Many people today are interested in gaining more from their employment than just money;

they tend to look for what can be termed "*job satisfaction*", doing jobs which they enjoy, in which they feel that their skills and/or abilities are being utilised to the full, and of which the end products are worthwhile and are appreciated.



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- ❖ Many people are interested in the likelihood of receiving training (in learning something new, for example, about and how to make better use of computers.)
- ❖ Some people like the opportunity of working in a group.
- ❖ Some people are interested in the prospects for promotion, in achieving positions of responsibility and authority or status.
- ❖ Other people might seek jobs in which they can use initiative or can get away from being “desk bound” or tied to a routine or regular hours.

So you can see that the range of motivations can be great, and of course more than one (different) motivation might stimulate a particular person or group of people. However, a manager must endeavour to get the best from **each** individual member of his or her team, which might require the motivating of different team members in different ways, whilst still motivating **the team as a whole**. The latter requires the building of a **good “working atmosphere”** based on salaries/wages, overtime, holidays, etc) subordinates must be able to trust their superior to put their case, whenever possible, to his or her immediate superior. There should be two-way a spirit of trust and co-operation between management and subordinates.

Good working conditions help in generating a good working relationship; and although a junior manager or supervisor might have little control over conditions (or say in the matter of

units” but as **human beings**, **International** and that their manager(s) are genuinely interested in them as

☐ that all operations or processes must be checked or inspected, and performance must be communication, and personnel must be kept fully informed about matters which affect their

working conditions and their livelihoods. Job security is important in forming a good working atmosphere and in encouraging employees to work well and willingly.

Subordinates want to know that they are **not** looked upon as mere “work units” or “production such. They require - and have the right to expect - an evenhanded, fair, unbiased approach from their managers, in addition to that essential quality called **‘leadership’**. It is important to appreciate that successful motivation by a good manager produces a measure of self-discipline

in his or her subordinates; they will have sufficient self-respect, and loyalty to that manager to work well and willingly. So we can see that effective motivation instils a good mental attitude towards work, which mere financial incentive cannot “buy”.

actually **does** happen, and also, if necessary, ensures that any “corrective action” which be needed is taken. Within this framework it can be seen:-



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Controlling

Controlling is that function of management which checks whether what was planned to happen

- ★ that the work of all subordinates must be supervised and checked (and that further instructions, guidance or training is given to them when it is considered to be necessary);
and
•
measured against the targets set in the plans and against set “standards”.

A ‘**standard**’ in this context means a level to be aimed at, or a measure with which others must conform, or by which the accuracy of others is judged. A business letter is a simple example of what is meant by this. Certain standards will be set down which the letter must meet: concerning the type, size and colour of paper on which it is to be produced; the layout of the typed work; the positions of the addressee’s name and address, the date and the reference; whether paragraphs are to be indented; whether lines are to be justified; whether the signer’s name and/or designation are to be typed - and the finished letter will be expected to reach certain standards of neatness, without spelling mistakes, erasures, smudges or over-typing. (All these features are dealt with at length in Module 8 when we consider business letters.)

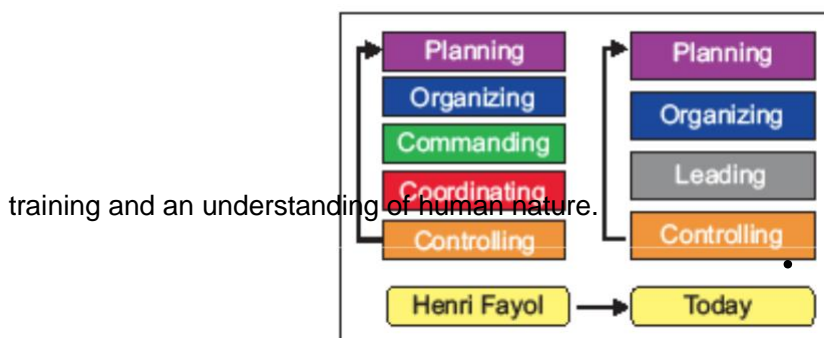
Controlling includes ensuring that employees perform the work allocated to them in the ways laid down, and with no wastage or duplication of time, effort or materials. This involves much more than simply instructing a given number of subordinates to perform work; they must be supervised and managed to ensure their efforts achieve the desired results, and this requires, as explained, that they be motivated, checked, guided, taught and encouraged. All personnel are human beings, with human failings, and their efforts cannot simply be “switched on or off”

like a light bulb; and they look towards, indeed depend upon, their managers and supervisors for direction and guidance.

An important part of the managerial function of controlling entails the maintaining of **records of performance**. Such records - whether they concern receipts, issues, sales, production, output, etc - are vital as a guide to future planning - by the Office or by other departments - and in the setting of new or revised standards. Daily or weekly or monthly reports to higher management provide vital information which enables control to be exercised over all the activities of the enterprise, and assists in the co-ordination of the efforts of the enterprise as a whole.

In today's modern worlds of commerce and industry, the managerial functions of commanding and co-ordinating as described by Henri Fayol are often looked upon and combined into one function, under the heading of '**Leading**'.

Fig.1/2. comparison of Henri Fayol's functions of management and modern-day thinking



an accurately typed, neat and well laid-out letter, and gives her any additional instructions

The Functions of Management in Practice

In practical, everyday management, the functions - which we have described separately to make them easier for you to understand - might not be apparent or recognisable as being distinct from one another. That is because they together form one continuous process, in which the individual functions blend, run into and interrelate with one another. That is as it should be; management should **not** be a job which a person has to force himself or herself to perform, step

by step, but should be a task which flows, without conscious thought; stemming from

experience, To illustrate that the functions are distinct, and how they work together in practice,

let us

consider an example of a business letter:-

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concerned decides what he must state in the letter, and makes brief notes of the topics to be covered in it and the order in which he will deal with them (**planning**).

He explains to his PA/secretary • the reason for the letter and its importance, and the need for

- * necessary, about the number of copies needed, etc. During the course of the dictation, he will assist her with the spelling of any long or unusual words and technical terms, and will repeat any figures to ensure accuracy (**motivating**).
- * He will ensure that she has the correct stationery on which to type or print the letter, that the machine or equipment (a computer input keyboard and printer, for example) she will use is clean and in good working order, and that she will not be disturbed during the typing of the important letter and, if necessary, he will arrange for her general, routine work to be performed by another typist (**organising** and **co-ordination**).
- * Once the letter has been typed, he will check it to ensure that the layout is correct, that no typing or grammatical errors have been made, that any enclosures necessary are attached, and - if required - that the correct size envelope has been accurately typed; and that at least one copy of the letter has been produced to retain as a record on file (**controlling**).

The foregoing is a very simple example of management - relevant to an office manager - but it enables you to see clearly the functions independently, and also to see that the "technical" aspect (a knowledge of what actually has to be stated in the letter) is quite distinct from the "human" aspect of the work of the manager. These and other matters are developed further in the Modules dealing with the management of office personnel.

Note: For simplicity, in this Program we sometimes refer to a manager (and an office manager) as being male. However, we ask you to read the word "he" as being "he or she", and the word "his" as being "his or her". No disrespect whatsoever is intended to the many women who make excellent office supervisors, office managers and administrators.

SELF-ASSESSMENT TEST ONE

Recommended Answers to these Questions - against which you may compare your answers - will be found in the Appendix, which starts after the end of Module 6. The maximum mark which might be awarded for each Question appears in brackets at the end of the Question. Do **NOT** send your answers to these Questions to the College for examination.

No.1. Explain why it is essential not only for the Office to be well-managed, but for it to be seen to be so. In what ways can an Office prove its efficiency and its value to the enterprise of which it forms part? (maximum 30 marks)

No.2. (a) What are plans, and why are they essential in management? (maximum 15 marks)
(b) Comment on the relationship between the two managerial functions of organising and

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co-ordination.
marks)

(maximum • 15

No.3. Explain the importance of the correct motivation of their subordinates by managers and supervisors. (maximum 30 marks)

No.4. Place a tick in the box against the **one correct** statement in each set.

(a) *The activity of management is:*

- 1 ☐ a small or large group of people who have been placed in charge of an enterprise
- 2 ☐ concerned with forcing employees to work long and hard.
- 1 ☐ telling subordinates to start work at specific times of day, and when to finish.

- 2 ☐ ensuring all personnel know who their managers and supervisors are.
- 3 ☐ the way in which a business is run on behalf of its shareholders.
- 4 ☐ concerned with the efforts of the workforce of an enterprise in achieving its objectives.

(b) *The managerial function of controlling includes:*

- 3 ☐ restricting access to the premises of the enterprise or areas of it.
- 4 ☐ the maintenance of records of performance for future reference.

(c) *The interpretation of policies by an office manager requires him or her to:*

- 3 ☐ translate instructions into the language(s) understood by the various members of the Office staff.
- 4 ☐ examine them and decide what tasks and activities will be involved in implementing them in practice.

(d) *In management a standard can be:*

- 1 ☐ the national flag being flown on important occasions.
- 2 ☐ a level to be aimed at or a measure which performance must match.
- 3 ☐ levels of education reached by or examinations passed by employees.
- 4 ☐ the means of checking that managers are performing their duties.

(e) *Many office staff members seek "job satisfaction", which means that:*

- 1 ☐ they perform their duties in the most efficient ways acceptable to their managers.
- 2 ☐ they perform work which they enjoy doing, and which they feel is worthwhile.
- 3 ☐ they receive the maximum financial rewards for their efforts.
- 4 ☐ they can work at their own pace, without supervision.

(2 marks for a statement correctly ticked - maximum 10)



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Appendix

RECOMMENDED ANSWERS TO SELF-ASSESSMENT TEST ONE

TEST ONE

No.1. The Office of any enterprise is delegated the responsibility for performing a range of tasks and types of work, and for providing a selection of services which are essential for the smooth running and efficiency of other sections and/or departments of that enterprise. All tasks and work allocated to the Office need to be performed well, accurately, speedily and on time, and the services required need to be provided efficiently when and to whom they are required; only good management can ensure that transpires. In many enterprises the Office is considered to be “nonproductive” - because it does not contribute directly to producing products or income - and also because the work it performs and the services it provides are generally “intangible”, that is, only their results can be seen or felt.

It is therefore essential that good office management/administration ensures that office

or external sources, can have serious consequences for an enterprise; an enterprise will quickly

struggle if it is deprived of necessary, well managed, quickly and efficiently processed information.

work is performed quickly and accurately by the personnel employed to undertake clerical and secretarial and other office duties, and that office services are provided rapidly and efficiently to those people, both within the enterprise and outside it, who require them. In that way, the

beneficial effects of the Office will be seen and felt throughout the entire enterprise, and the Office and its executive will receive the appreciation and respect warranted.

of information at any stage - gathering, collating, storing, communicating - whether from internal



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(b) Organising is the function of management which is concerned with putting plans into operation, that is, implementing the plans in practice, and using the physical and human resources available in the most effective and efficient way to ensure the achievement of the set objectives of the enterprise. The aim of organising is to ensure that the right personnel, the right materials and the right equipment are in the right places at the right times in the right quantities. Co-ordination is frequently an adjunct or continuation of organising, because it involves ensuring that all efforts mesh smoothly together and move in the same direction, towards the attainment of the objectives set. Successful coordination requires good communication, good relationships and a sense of teamwork between employees, managers and departments.

No.2. (a) Plans are routes to the attainment of objectives; planning involves making decisions on what course(s) of action is/are to be taken in particular circumstances. Planning is essential in management, particularly in businesses, because management is concerned with ensuring that the objectives of an enterprise are attained, within the framework of the policy laid down by its top management team. Top management is responsible for long-term strategic planning; senior and middle management is usually responsible for short-term planning; and operational or supervisory management is generally responsible for day to day activities planning. Without plans, what work is performed in an enterprise might be performed in a haphazard manner without regard to the objectives set or to consequences; and it might be based on guesswork and whims. Only considered, predetermined plans can ensure that all operations proceed according to a set of guidelines leading to the attaining of the objectives to be achieved which, in the cases of businesses, include . making profits for its owners or shareholders.

No.3. Motives are factors which induce or encourage people to act in certain ways or to take certain actions. A manager, whatever the functional aspects of his (or her) job, is concerned with ensuring that his subordinates work hard and efficiently, with maximum effort towards the attainment of the objectives set. To achieve that result, he must ensure that his team works not only hard, but also willingly, and that requires what is called "motivation" - the supply of the correct motives. But what might motivate one person or one group of people might not motivate another person or workgroup, and a manager must therefore, based on experience and observation of his or her subordinates, apply the correct motivation to each individual team member. Unless each member of the team works well and willingly, the manager will not be

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able to get the workgroup as a whole to do so. A satisfied, contented and correctly motivated workgroup is likely to become an efficient, hard working and cohesive team.

No.4. The correct statement from each of the sets selected and ticked:

(a) 4 (b) 4 (c) 4 (d) 2 (e) 2

WHAT YOU WILL LEARN ABOUT OFFICE MANAGEMENT & ADMINISTRATION IN MODULES 2 TO 12 OF CIC's TRAINING PROGRAM

Module 2 - The Office Environment

The modern world of commerce and industry:
the public sector
the private sector
Types of enterprises:
industrial
distributive and trading
service-providing
multi-activity
the interdependence of enterprises
The Office and information
The organisation of enterprises:
line organisation
functional organisation
line and staff organisation
Organisation charts:
their purposes
updating and avoiding ambiguity
Office location:
centralisation
decentralisation:
clerical centres
Office layouts:
multi-room - advantages and disadvantages
open-plan - advantages and disadvantages
combinations of layouts
Health and safety in Offices:
hazards, health, accidents, welfare
major causes of accidents and injuries in Offices
accident prevention
Providing the best Office working environment:
avoidance of overcrowding in the Office
minimisation of staff movement:
organisation and method (O&M) studies
prevention of physical and health complaints

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minimisation of noise levels and distractions
providing suitable lighting
ventilation: natural and artificial
heating and/or cooling
walls and ceilings
floor coverings
toilet and cloakroom and washing facilities:
 separate facilities for men and women, facilities for the disabled
The importance of adequate supervision:
 spans of control:
 factors which can affect effective supervision
Prevention of accidents in the Office:
 floor stairs, aisles
 desks, cabinets, filing
 siting of equipment, safety guards
 fire-fighting equipment, smoking
 electrical equipment, cables, checks and servicing
 safety awareness, instructions
 tidiness and cleanliness - good "housekeeping"
First aid, first aiders and first aid kits Office
furniture and furnishings:

utility, cost, image, status
standardisation
office desks:
 matters to be considered
office chairs:
 desirable features

Module 3 - Office Activities and Responsibilities

Gathering information:
 internal sources
 external sources
 determining who provides and needs information
Information and the Internet:
 pitfalls to beware of
Recording information:
 types of records, subject matters
 the importance of full, accurate and up to date information
Processing information:
 collating and analysing
 presentation, formats
Storing information - filing:
 types of documents
 categorising information by subject matter:
 accounts records
 sales records
 personnel records
 stock or inventory records
 what filing involves
 desirable features of filing systems:
 economy, compactness, simplicity,
 accessibility, convenience, elasticity

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tracers or out guides
forecasting filing requirements:
 stages in filing system development
centralised filing
decentralised filing
training filing personnel:
 personal attributes required
filing schemes:
 alphabetic
 numeric
 geographic,
 chronological
 subject
 using cross references; value of indexes
Record retention:
 the retention policy
 microfilming
 scanning
Filing equipment:
 vertical filing
 lateral filing
 loose cards
 visible cards
Electronic filing
Communicating information - communication:
 definition of communication:
 terms explained
 the necessity for two-way communication
 importance to enterprises of effective communication:
 the benefits which can accrue
 vertical communication:
 passage of information and instructions downwards
 passage of information upwards
 avoiding workforce reliance on the grapevine
 horizontal or lateral communication:
 its concern with information
 its role in co-ordinating enterprise-wide activities
 ensuring an uninterrupted flow
 establishing and maintaining effective lines of communication
 management's role in effective communication
 external communication:
 sources and destinations
 the principles of effective communication:
 identifying the sender and intended recipient(s)
 selecting the best method of transmission
 ensuring correct interpretation of messages
 providing for feedback
 changing roles from sender to receiver
 ensuring an uninterrupted flow of communications:
 removing obstructions and barriers
 actions which can be taken
The Office as an aid to administrative control:
 responsibilities and role of the office manager or administrator

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Module 4 - The Management of Office Personnel (1)

The importance of selecting, training and retaining good staff

Recruitment of personnel:

internal recruitment:

what it can involve

benefits which might accrue

avoiding problems for personnel promoted

external recruitment:

sources of recruits which might be available

introductions by existing employees

job analysis;

its purpose

job descriptions:

why they are prepared

information they might contain

employee specifications:

reasons why they are prepared

personal attributes which might be sought

advertising to fill employment vacancies;

classified advertisements

display advertisements

advertising vacancies on the Internet

employment application forms:

design, layout and arrangement

information which might be requested

helping applicants complete forms properly

a specimen examined

attachments to application forms:

testimonials/recommendations from previous employers

certificates and/or diplomas

curriculum vitae or CVs

The selection process:

employment interviews

their importance and aims

advance planning

conducting interviews for the best results

selection tests

Appointment:

the letter of appointment

terms and conditions of employment

Trial or probationary periods

Unsuccessful candidates

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Module 5 - The Management of Office Personnel (2)

The induction process:

- its aim and importance
- the essence of good induction
- advance planning and arrangements
- showing the newcomer around:
 - the work area, toilets/cloakrooms, lockers
 - locations of materials, machines and equipment
- introductions to the workgroup or team members
- avoiding problems for the newcomer
- assessing progress
- developing good relations

Training and development:

- what on-the-job training might involve
- simplifying the tasks to be taught
- methods of training
- advantages of continuous training
- group training
- ongoing training and learning
- health, safety and accident prevention training

Settling-in and follow-up

Remuneration:

- meaning
- salary based on time
- overtime payments
- payment based on quantity
- benefits and entitlements:
 - paid holiday/vacation time
 - sickness benefit
- management's two-edged problem in formulating an acceptable policy
- types of remuneration

Flexible working time:

- "flexitime" in practice
- benefits claimed

The shorter working week

Job evaluation:

- what is involved

Job ranking and grading:

- their aims
- rating according to:
 - ability, knowledge, skill, experience

The office manager and subordinates:

- workgroups and team building:
 - size of the group, leadership, nature of the tasks,
 - the work environment, individual roles,
 - methods of motivation, cohesiveness, group norms
- attributes of good office managers:
 - the need for an honest, fair and unbiased approach
 - the need for understanding displaying interest in subordinates
 - setting good examples
 - providing encouragement
 - relations with subordinates

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delegation of responsibility:
 what is involved and its value
Disciplinary action
Employee counselling:
 what it should involve
 its benefits
 work-related problems
Unspoken communication and body language
Resignations:
 unavoidable resignations
 avoidable resignations
Departure of subordinates
Retirements
Work-related stress:
 causes of work-related stress
 responses to stress - stressors
 balancing job demands and pressures
Combating bullying and harassment in Offices:
 sexual harassment
Equal opportunity:
 in practice
 legislation
Sex discrimination
Racial and religious discrimination
Disabled persons and those with special needs
Employees' representatives:
 trade unions
 white collar unions
 staff associations
 the office manager's dealings with a mixture of
 trade union and staff association members

Module 6 - Office Equipment, Telecommunications and Computer Mediated Communication

Office equipment:
 office supplies
 common office machines
 important features
 dependence of modern offices on machines
General rule for the provision of machinery and equipment:
 factors to consider in deciding what to buy or rent:
 cost effectiveness
 what machines and equipment are really necessary
 exactly what is required from them
Possible problems with highly skilled/trained personnel
Difficulties with sophisticated machines and equipment
Computer systems:
 as machines
 as aids to management and administration
 important characteristics
 limitations of computer systems
Telecommunications :

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developments in telephone technology:
the global communications infrastructure
throughput speeds and bandwidths
answering and recording devices
portable and mobile phones or cellphones:
feature phones and smart phones

SMS text messaging:
advantages and dangers of its use in business
the need for clarity
predictive text: usefulness and dangers

Internal communication (intercom)

Fax transmission

uses and advantages
fax machines and phone/fax machines
computers with fax cards

Computer mediated communication

effective management of information:

Email:

advantages over other methods
avoiding potential problems with emails
standard features and facilities of email packages
delays and delivery failures
management considerations

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dangers of spam - junk or unsolicited - emails:
spam filters, avoiding opening spam emails or links
synchronous and asynchronous communication

Local area networks (LAN)

Remote access - VPN connection: the firewall, benefits

Data processing and security

types of software - the programs:

taylor-made, applications packages, database packages

database systems: using shared data

a manually performed and computerised task compared

how a computer works:

input, storage, arithmetic, output, logic, processing, control

the importance of accurate data security of computer data:

backup copies, passwords or security codes

dead or inactive data, data deletion

computer viruses and antivirus software

The electronic office

Module 7 - Forms and Business Documents

Forms as the basic "tools" of Office work

The many and varied uses of forms

Manual completion or on screen completion of forms

Factors involved in designing or formatting a form:

the information really needed

sizes of spaces required for information

logical and coherent sequence

standardisation of layout

catering for filing

the presentation

codes or reference numbers

The proper and accurate completion of forms:

guidance notes on completion

reducing work in form completion:

ticks, crosses, boxes

training staff on form completion

Copies and sets of forms:

factors to consider

Serial numbers

Computerised forms:

files, records and fields

master and movement data

file updating

manual and computerised invoice systems compared

The Office's responsibilities as regards forms Indexes of forms:

maintaining them up to date

Common Forms and Business Documents

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Descriptions, uses and illustrations of:

- form-type business letters
- form-type reply letters
- enquiries and covering letters
- quotations
- estimates and tenders
- orders and order forms
- acknowledgements of orders
- invoices
- proforma invoices

- credit notes
- statements of account
- bank cheques/checks:
 - counterfoils
- paying-in or deposit slips:
 - counterfoils
- receipts for payments
- petty cash vouchers
- delivery notes
- goods received notes
- Series or chains of documents

Module 8 - Business Letters

Differences between business letters and 'personal' letters

Objectives of business letters

The style or tone of business letters

Features of business letters:

- a typical specimen business letter examined:

- the letterhead
- the date
- its addressee
- the writer's designation
- the greeting
- references
- the message - the body of text
- the closing

Wording of business letters

Layout of business letters:

- indentation, block, justification

Importance of attractive appearance of business letters

Pre-planning letters

The advantages of drafting letters

Training subordinates to draft letters

Typing from drafts

Stock sentences and paragraphs

Stock letters

Notes or annotations:

- building complete letters

Shorthand or abbreviated writing

Dictation:

- dictating letters directly to subordinates

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- using a dictating or recording device
- Letter-writing by computer:
 - using a virtual private network (VPN)
- Writing letters making complaints
- Letters written in response to complaints received:
 - justified and unjustified complaints
- References on business letters:
 - why they are used
 - constructing them
- Postscript to letters
- Letters copied to other parties:
 - forwarding emails

Module 9 - Memoranda

- When and why memos might be written and sent
- Ways in which memos differ from business letters
- Features of memoranda:
 - specimens examined and commented upon

Reports

- Management information:
 - statistical reports and financial reports
- Routine reports
- Special reports
- Features of good reports
- Prior information needed
- Obtaining and compiling information for reports
- Spreadsheets:
 - what they can do, and how
 - examples of spreadsheet uses in business and management
 - spreadsheet software
 - formulas, functions and conditional functions
 - practical example, illustrated and explained

Meetings

- Informal meetings
- Formal meetings:
 - how they differ from informal ones
- Notices of meetings:
 - the date and time
 - the venue
- Agendas:
 - what they may contain
 - why they are circulated
 - preparation and circulation
- Procedures during meetings:
 - the role of the chairman
- Minutes of meetings:
 - why they are prepared
 - types of information contained

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methods of preparation
distribution
Arrangements which may have to be made
prior to and during meetings:
security and ID
room layout and seating
furniture
Audiovisual equipment:
computer software for "presentations"
Arrangements for the course of a meeting
Conferences and conventions
Video-conferencing

Module 10 - Checking Letters and Documents Before Despatch

Types of errors to look for; examples
problems if they are missed
Features to be checked:
addressee's name and address
the date
references
spelling and punctuation
layout
typing and general appearance
figures and specific details
copies or forwarding to other parties
enclosures with letters
attachments to emails
Envelopes:
correct sizes and colours

Word Processing and Text Editing

Advantages of WP over other methods of letter production
text storage
avoiding the need for complete retypes
Standard features of WP software

Spelling checkers or spell checks
Thesaurus facilities
Online dictionary websites
Predictive text:
avoiding mishaps
OCR and scanning
Personalising letters and circulars
Types of printers:
selecting the best for the job

Outgoing Mail and Despatching

Methods of despatch by post:
by surface and by air
sealed and unsealed envelopes
postage rates

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Different types of mail
letters, packets and parcels, postcards
Special postal services:
certificate of posting, recorded delivery, registration, express
Scales and balances
manual and electronic
Postage stamps
Franking machines
Other postroom equipment
The despatch department:
controlling postroom staff
Other methods of despatch/transmission:
faxes, emails, courier

Module 11 - Incoming Mail

Centralised treatment of incoming mail
Types of mail
Collections from private post boxes or bags
Deliveries of mail
Procedures on receipt of incoming mail:
the preliminary sort
Mail likely to contain money
Slitting of envelopes:
letter-opening machines
Contents of envelopes/wrappers
Date-stamping and or time-stamping
Sorting of contents:
distribution of sorted mail
Incoming mail supervisors and the office manager role

The Reception

Visitors and callers
Reception as the “showcase” of the enterprise
Attention required to the area
Furniture and furnishings:
desks and counters
seating for visitors, the waiting room
Selection and training of receptionists
Main duties of reception staff:
welcoming and directing visitors:
security, ID cards, CCTV
supplying information
maintaining records
making appointments
accepting deliveries
Telephone operators:
outgoing telephone calls
training and attributes

Stationery and Printing

The value of stationery and printed materials
Ordering stationery items:
orally by telephone or in person

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- using order forms
- by letter
- Orders for printed items:
 - reprints and new jobs
- Internal printing:
 - desktop publishing (DTP):
 - how it differs from WP
- Storing stationery and printed items
- Dangers against which protection is needed
- Ensuring adequate stocks
- Stock records:
 - manual and computerised
 - the need for accuracy

Module 12 - Financial Matters

- Transactions in business
- Principles and basic rules of double-entry bookkeeping
- Books of account:
 - the ledger:
 - the information or data it records and provides
 - ledger accounts
 - the cash book:
 - records of cash and bank transactions
 - the sales book:
 - what it records
 - source documents
 - the purchases book:
 - what it records
 - source documents
 - the returns books:
 - what they record
 - the journal:
 - what it records
- Computerised accounting packages:
 - advantages over manual systems

Final Accounts

- Why final accounts are prepared:
- Trading Accounts:
 - gross profit or loss
- Profit & Loss Accounts:
 - net profit or loss
- Balance Sheets:
 - the financial position of a business as at a specified date

Cashiering Work

- Forms and methods of payment:
 - cash - currency notes and coins
 - cheques or checks
 - bank transfers
 - credit cards or debit card
 - telephone banking

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online banking
Receipting incoming payments
Banking:
what is involved
security

Checking bills received:
matters to be checked
Passing bills for payment
Methods of paying bills
Issuing/drawing cheques/signing
Cheque security:
crossing
Cashing cheques:
security necessary with open cheques

Petty Cash

Examples of petty or minor expenses incurred
The ordinary of keeping petty cash
The imprest systems of keeping petty cash
The petty cash book:
analysis columns
Security of petty cash

Budgets and Budgetary Control

What budgets are and why they are prepared
Budget review statements:
contents and uses
Investigating variances from budget allocations:
adverse and favourable variances

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ASSOCIATED PROGRAMS YOU MIGHT LIKE TO STUDY NEXT

Diploma in Business English & Letter Writing

Any ambitious person seeking a career in administration, business, government or the professions, needs the ability to write good professional business letters. This Program teaches how to understand and to use business terms and expressions, and to write effective business letters on a wide variety of topics. Using many specimens it shows how to create business letters with the correct wording, grammar, spelling, tone and layout needed to achieve their objectives, and to give confidence to recipients of those letters.



Major Topics Covered in this Diploma Program include:

Reasons for writing - objectives of business letters, language, tone, style, special features of business letters, layouts and appearance. Sentences and paragraph construction. Internal & external communications. Technical terms.

English used in business letters, increasing vocabulary, improving English and writing style: using conjunctions, verbs, adverbs, nouns, pronouns, adjectives, punctuation.

Letters concerning recruitment, employment and/or promotion and work-related matters, transfers, recommendations; letters of appointment and rejection, references. Meetings: agendas, minutes. Memorand: uses, ways in which they differ from business letters.

Sales letters: first approach, responses, follow-ups, customer retention, circulars, sales literature. Quotations, estimates, tenders, orders, acknowledgements, proformas; features. Letters making complaints and letters responding to complaints received; justified and unjustified complaints, agreements, continuity. Letters about accounts matters, credit limits, credit notes, statements of account, credit and trade references.

Letters to and from central and local government departments, lawyers, educationists, institutions, banks, estate agents, professionals and others. Word processing, computers, websites and communications by email; filing equipment and filing systems: features

Diploma in Computers & IT in Business & Management



This Program provides a clear understanding of the capabilities, benefits and workings of computer and IT systems and how to manage them; what managers need to know about technology, hardware and software; the importance of computer systems in planning, forecasting, analysis and effective business decision-making; planning, selecting, designing, implementing and running a computer system to meet organizational needs; data security and system safety to avoid losses or corruption of data.

Major Topics Covered in this Diploma Program include:

Computers & technology as aids to management & administration; decision-making tool. Advantages & limitations of computers; human factors. IT development, mass technology. Digital information, hardware, the CPU, interfacing, memory, bootstrapping, storage; input and output devices; understanding the technology; data orthogonality, programming.

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Operating systems, programming tools, computer languages, codes, applications. Information flows, security, location. Understanding digital information, hardware systems and software operations.

Using software: forecasts, modelling, graphs, analysis; competitor and market analysis. Understanding and using business intelligence. Communication devices, protocols, networks, internet, IPs, URLs.

Practical uses of computer systems: property, hotels, insurance, retail, production, sales, accounting and communications, forecasting, planning. Digital and print media technologies. website design, social media and viral marketing.

Objectives of computerisation. Choosing and implementing a computer system; testing, introduction, functionality; efficient running, business continuity, data security, passwords and security codes, back-ups, disaster recovery, cyber-attack, anti-virus software.

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