

Faculty of Environmental, Social & Management Sciences
Department of Business Administration
2nd Semester 2017/2018 Academic Session

COURSE PARTICULARS

Course Code: OIM 415

Course Title: Office Management II

No. of Units: 3

Status: Compulsory

LECTURERS DETAILS

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COURSE DESCRIPTION

This course is concerned with the further teaching/learning of the functions, responsibilities and duties of an office manager. The functions/roles of an office manager in organizations are pivotal to efficiency and effectiveness of office operations and organizations in general. Offices and their service functions to organizations are regarded as pivotal to organizations' efficiency and effectiveness. Topics covered in the course include: Human relations practices in offices; Recruitment and systems management; Office planning relative to information distribution; Relationship and interaction processes in organizations; Leadership paradigm; Team building; Corporate control and its relevance to organizational achievement; Coordination and control of staff activities; Fraud prevention and safety devices in the office environment; Change and change management.

COURSE OBJECTIVES

The course is designed to enable the student acquire an in-depth knowledge of office management. The course is to further help the Office Managers master the major management practices and theories. Current trends in leadership and management paradigms and their importance to organizations today are also covered.

ASSESSMENT

Continuous Assessment: Tests, Class Assignments, Attendance	40 marks
Examination	60 marks

LECTURE PLAN

Week	Topic
Week 1	Human Resource practices in offices; HR activities by HR Department in organizations
Week 2	Staff Recruitment, Selection, Interview and Placement; Planning relative to staff management
Week 3-4	Staff Management: Supervision, Delegation, Appraisal, Staff Development and Training, Incentives/Fringe benefits
Week 5-6	Organisational Theories (Management Theories and Human Relations Theories, Modern Theories of Organisations); Organisational Behaviour (Personality, Relationships and Interactions in organizations, Formal and Informal groups)
Week 7-8	Corporate Control; coordination of staff activities; Work measurement and organizational achievement
Week 9-10	Leadership paradigm; Teams and team management
Week 11	Organisational structure/planning relative to information distribution; Organisation communication within and without the organization and information distribution
Week 12	Change and change management, Organisational development
Week 13	New developments or Issues in Management (Dynamic Management)
Week 14	Revision and Test
Week 15	Examination

READING LIST

- 1 *Office Management* by R S W Pillai and Bagavathi, S. Chand & Co. Ltd, New Delhi 2012
- 2 *Management Theory and Practice 6th Ed* by Cole, G A, ELST Educational 2000
- 3 *Management 6h Ed* by Stoner, J A F, Freeman, R E, Gilbert, Jr, D R, Prentice Hall 2008
- 4 *Office Management* by J C Denyer Revised by Josephine Shaw, Macdonald & Evans Ltd., Plymouth, UK
- 5 *Management: Office, Business, Education (Revised Ed.)*, Adewole Onifade, KAPPCO Nigeria Ltd., Abeokuta, 2004
- 6 *Essentials of Management* by Sunday Ayodele Enikanselu Ayodele Idowu Oyende, Enykon Consults, Yaba, Lagos, 2009.
- 7 *Office Administration* by Geoffrey Mills and Oliver Standingford, Pitman Publishing Ltd., London
- 8 *Administration in Business* by Josephine Shaw, Macdonald & Evans Ltd., Plymouth, UK

TUTORIAL QUESTIONS

1 Case Study

Company XYZ has been famous for its good quality in office furniture produced locally. It has had good patronage among many business in Lagos and Ibadan. However, of recent the management of the company has observed a drop in sales. Investigation, market survey and follow up on its customers were done. It was discovered that a lot of customers now have migrated to purchase imported furniture from China. Chinese outlets are now common both in Lagos and Ibadan. The Chinese furniture looks more attractive with better finishing and sold at cheaper prices. Delivery

services by the outlets are free and the shops are open from 8:00am to 6:00 pm every day of the week. Customers have opportunities to window shop on Sundays. Sales staff are attractively dressed, friendly, readily attending to customers and seem to be happy and contented.

After reading the investigation report that revealed the above findings, management felt they had to take immediate steps to update, re-organize, restructure and bring in new designs to their furniture to improve quality. Organizational culture and customer service in particular need to be addressed. Management also felt they have to improve and increase their marketing strategies to retain their old customers while expanding their market to other nearby towns and cities in order to boost sales again. However, the steps so far taken by management to achieve the goals are being resisted by some staff, especially the long standing staff of the company.

Questions

- 1a Explain environmental factors or forces of change the management of Company XYZ should have been aware of long before now that could necessitate changes in operations in the company.
- b What should Company XYZ have done to keep abreast with current trends in organizational practices?
- c What can the Company now do to implement changes effectively and successfully after observing that some staff resist change?
- 2 Human Resources Department is one of the most important departments in an organization. Explain the functions the Human Resources Department plays in an organization.
- 3 What are the roles performed by the Human Resource Manager in an organization?
- 4a Differentiate between Staff Development and Training.
- b Discuss the various development and training programmes for staff that can be carried out in an organization.
- c Where and how can these development and training programmes take place and what are advantages and disadvantages of each approach.
- 5a What is staff recruitment and selection?
- b Explain the various sources employees can be got to fill the labour requirements for the organization.
- c Explain these terms: Job Description, Job Specification, Job Grading and Induction.
- 6a Explain what “personality” is and the two major typology of personality of individuals working in organisations.
- b Write short notes on these personality characteristics in organizations:
 - i. Locus of Control
 - ii. Self-Esteem
 - iii. Self-Efficacy
 - iv. Self-Monitoring
 - v. Positive/Negative Affectivity
- 7a What advantages does an organization derive from having in place a good package of fringe benefits for employees?
- b Explain at least 8 incentives organizations may grant employees.
- 8a Explain what you understand by delegation and give reasons for delegation of duties in organizations.
- b Explain the guide lines for proper delegation that would achieve the desired results.
- 9a What do you understand by morale and what are symptoms of low morale among employees?
- b Explain at least 8 ways on how to improve morale of staff in organizations.
- 10a The paradigm shift in leadership in organizations is towards Teams and Team Management. What is a team and what are the criteria for selecting the right team members?
- b Explain some hints on how to build an effective team.

- 11 What is the difference between creativity and innovation; and how can organizations encourage both creativity and innovation among their employees?
- 12a What is fraud? Discuss some types of fraud practiced by employees in organizations.
- b How can some of these fraudulent practices be curbed in organizations?

MARKING GUIDE

		Marks	
1a	Explaining factors or forces	1mk x 6pts	6
b	Explaining what company should have done		2
c	What company should do to implement change	1mk x 7pts	7
2	Functions of HR Department	2mks x 6pts	15
3	Roles of HR Manager	2mks x 6pts	15
4a	Distinguishing the difference		3
b	Different types of programmes	1½ mks x 5 pts	7
c	Where, how, advantages and disadvantages		5
5a	Explaining staff recruitment and selection		3
b	Explaining various sources of labour	1 mk x 10 pts	8
c	Defining the terms	1 mk x 4 pts	4
6a	Explaining “personality” and 2 major typologies	2mks x 3pts	6
b	Short notes	1mk + (2mks x 4pts) = 9	9
7a	Advantages derived	1mk x 7pts	7
b	Explaining 8 incentives	1mk x 8pts	8
8a	Explaining delegation and reasons for practicing it	2mks + (1mk x 5pts)	7
b	Guide lines for proper delegation	1mk x 8pts	8
9a	Defining morale and symptoms of low morale	2mks + (½mk x 10pts)	7
b	Ways to improve morale of staff	1mk x 8pts	8
10a	Defining team and criteria to select one	1mk + (2mks x 3pts)=6	7
b	Ways to build effective team	1mk x 8pts	8
11	Defining creativity and innovation	1½ mks + 1½ mks	3
	Ways to encourage creativity and innovation	2 mks x 6 pts	12
12a	Defining fraud and explaining some types of fraud	2mks + (1mkx5pts)	7
b	Suggested ways to curb fraud	2mks x 4pts	8