ODGERS

Administrative Office Management

13e

COMPLETE COURSE

EDITION 13

Administrative Office Management

COMPLETE COURSE

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Coconino Community College
Flagstaff, AZ

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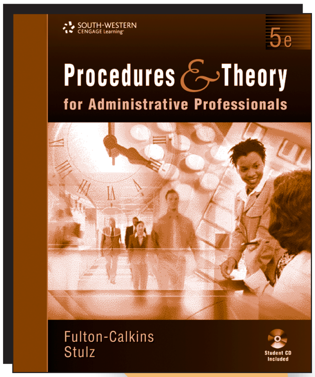
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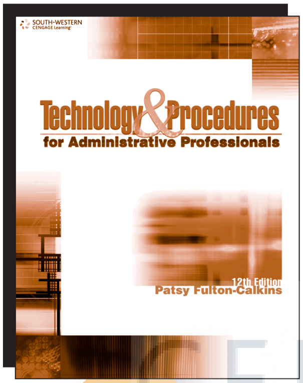
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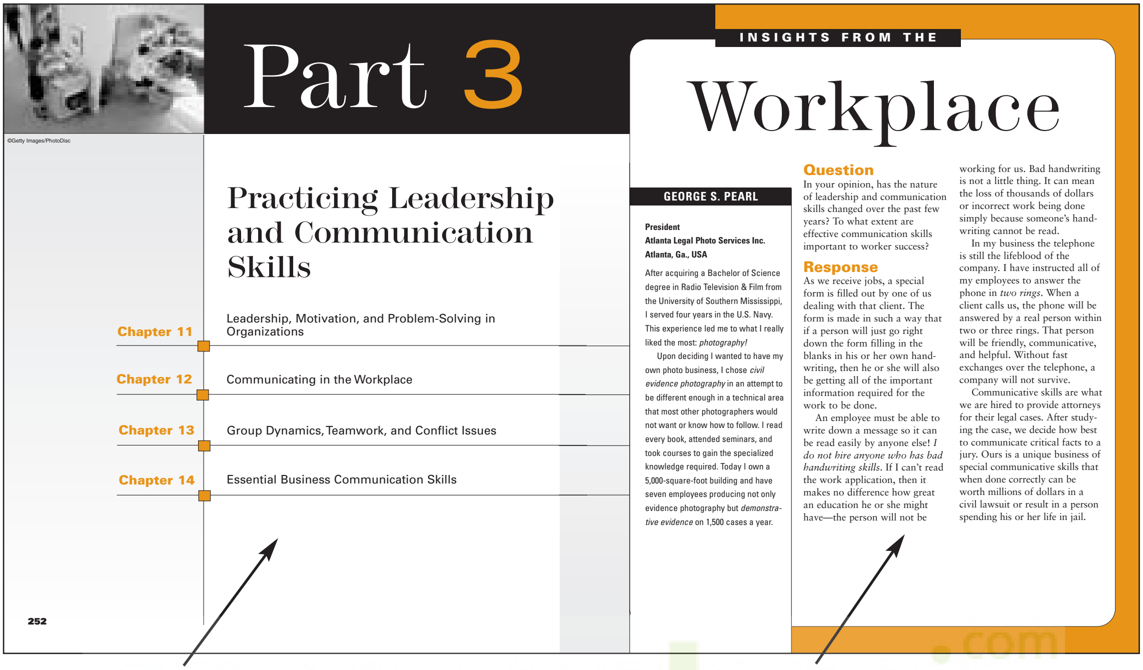
Book at a Glance



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Part 3

Practicing Leadership and Communication Skills

Chapter 11 Leadership, Motivation, and Problem-Solving in Organizations

Chapter 12 Communicating in the Workplace

Chapter 13 Group Dynamics, Teamwork, and Conflict Issues

Chapter 14 Essential Business Communication Skills

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INSIGHTS FROM THE

Workplace

GEORGE S. PEARL

President
Atlanta Legal Photo Services Inc.
Atlanta, Ga., USA

After acquiring a Bachelor of Science degree in Radio Television & Film from the University of Southern Mississippi, I served four years in the U.S. Navy. This experience led me to what I really liked the most: *photography!*

Upon deciding I wanted to have my own photo business, I chose *civil evidence photography* in an attempt to be different enough in a technical area that most other photographers would not want or know how to follow. I read every book, attended seminars, and took courses to gain the specialized knowledge required. Today I own a 5,000-square-foot building and have seven employees producing not only evidence photography but *demonstrative evidence* on 1,500 cases a year.

Question

In your opinion, has the nature of leadership and communication skills changed over the past few years? To what extent are effective communication skills important to worker success?

Response

As we receive jobs, a special form is filled out by one of us dealing with that client. The form is made in such a way that if a person will just go right down the form filling in the blanks in his or her own handwriting, then he or she will also be getting all of the important information required for the work to be done.

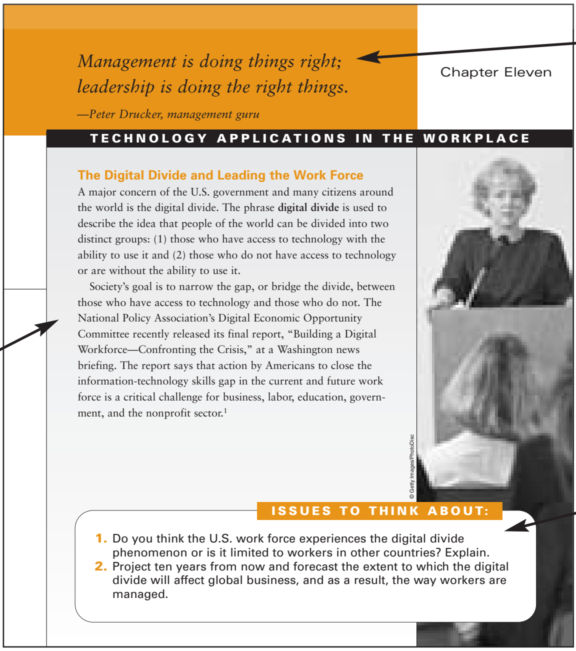
An employee must be able to write down a message so it can be read easily by anyone else! *I do not hire anyone who has bad handwriting skills*. If I can't read the work application, then it makes no difference how great an education he or she might have—the person will not be working for us. Bad handwriting is not a little thing. It can mean the loss of thousands of dollars or incorrect work being done simply because someone's handwriting cannot be read.

In my business the telephone is still the lifeblood of the company. I have instructed all of my employees to answer the phone in *two rings*. When a client calls us, the phone will be answered by a real person within two or three rings. That person will be friendly, communicative, and helpful. Without fast exchanges over the telephone, a company will not survive.

Communicative skills are what we are hired to provide attorneys for their legal cases. After studying the case, we decide how best to communicate critical facts to a jury. Ours is a unique business of special communicative skills that when done correctly can be worth millions of dollars in a civil lawsuit or result in a person spending his or her life in jail.

PART OPENER
Provides a two-page spread of key topics and chapters to be covered at a glance

INSIGHTS FROM THE WORKPLACE
Offers profiles of managers who describe their jobs and explain methods of solving human and technical problems in the office



Management is doing things right;
leadership is doing the right things.

—Peter Drucker, management guru

Chapter Eleven

TECHNOLOGY APPLICATIONS IN THE WORKPLACE

The Digital Divide and Leading the Work Force

A major concern of the U.S. government and many citizens around the world is the digital divide. The phrase **digital divide** is used to describe the idea that people of the world can be divided into two distinct groups: (1) those who have access to technology with the ability to use it and (2) those who do not have access to technology or are without the ability to use it.

Society's goal is to narrow the gap, or bridge the divide, between those who have access to technology and those who do not. The National Policy Association's Digital Economic Opportunity Committee recently released its final report, "Building a Digital Workforce—Confronting the Crisis," at a Washington news briefing. The report says that action by Americans to close the information-technology skills gap in the current and future work force is a critical challenge for business, labor, education, government, and the nonprofit sector.[1]

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ISSUES TO THINK ABOUT:

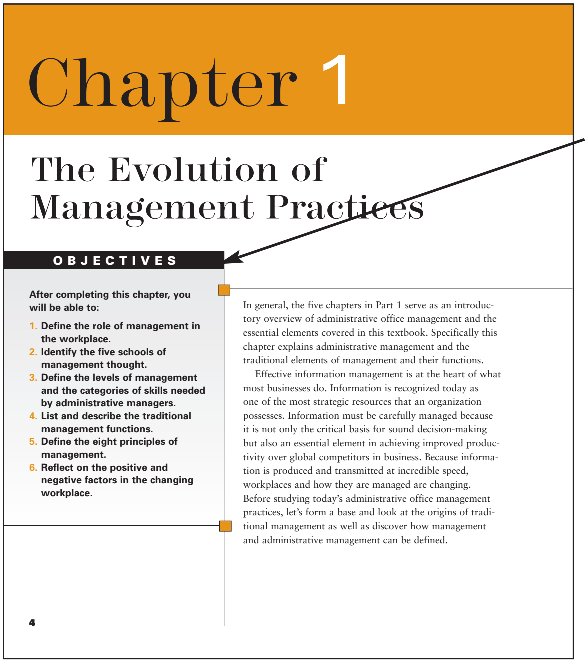
1. Do you think the U.S. work force experiences the digital divide phenomenon or is it limited to workers in other countries? Explain.
2. Project ten years from now and forecast the extent to which the digital divide will affect global business, and as a result, the way workers are managed.

QUOTATIONS
Offered by historians and other people of fame

NEW

TECHNOLOGY APPLICATIONS IN THE WORKPLACE
Offers a situation in which an issue has taken place or a situation is presenting a difficulty for the manager, employees, or the general public

ISSUES TO THINK ABOUT
Questions that relate to the Technology Application in the Workplace



Chapter 1

The Evolution of Management Practices

OBJECTIVES

After completing this chapter, you will be able to:

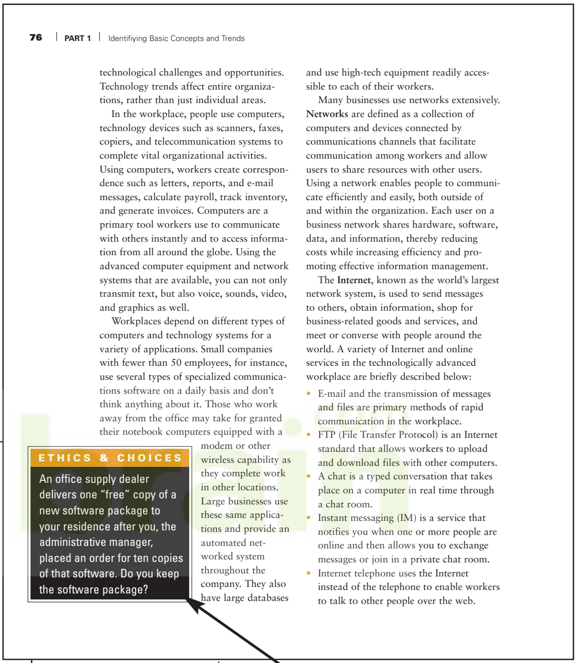
1. Define the role of management in the workplace.
2. Identify the five schools of management thought.
3. Define the levels of management and the categories of skills needed by administrative managers.
4. List and describe the traditional management functions.
5. Define the eight principles of management.
6. Reflect on the positive and negative factors in the changing workplace.

In general, the five chapters in Part 1 serve as an introductory overview of administrative office management and the essential elements covered in this textbook. Specifically this chapter explains administrative management and the traditional elements of management and their functions.

Effective information management is at the heart of what most businesses do. Information is recognized today as one of the most strategic resources that an organization possesses. Information must be carefully managed because it is not only the critical basis for sound decision-making but also an essential element in achieving improved productivity over global competitors in business. Because information is produced and transmitted at incredible speed, workplaces and how they are managed are changing. Before studying today's administrative office management practices, let's form a base and look at the origins of traditional management as well as discover how management and administrative management can be defined.

4

OBJECTIVES
Focus on expected outcomes from each chapter



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technological challenges and opportunities. Technology trends affect entire organizations, rather than just individual areas.

In the workplace, people use computers, technology devices such as scanners, faxes, copiers, and telecommunication systems to complete vital organizational activities. Using computers, workers create correspondence such as letters, reports, and e-mail messages, calculate payroll, track inventory, and generate invoices. Computers are a primary tool workers use to communicate with others instantly and to access information from all around the globe. Using the advanced computer equipment and network systems that are available, you can not only transmit text, but also voice, sounds, video, and graphics as well.

Workplaces depend on different types of computers and technology systems for a variety of applications. Small companies with fewer than 50 employees, for instance, use several types of specialized communications software on a daily basis and don't think anything about it. Those who work away from the office may take for granted their notebook computers equipped with a modem or other wireless capability as they complete work in other locations. Large businesses use these same applications and provide an automated networked system throughout the company. They also have large databases and use high-tech equipment readily accessible to each of their workers.

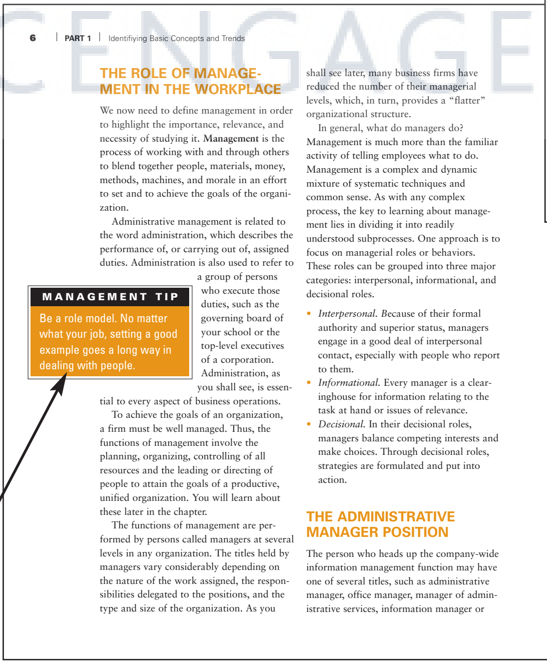
ETHICS & CHOICES

An office supply dealer delivers one "free" copy of a new software package to your residence after you, the administrative manager, placed an order for ten copies of that software. Do you keep the software package?

Many businesses use networks extensively. **Networks** are defined as a collection of computers and devices connected by communications channels that facilitate communication among workers and allow users to share resources with other users. Using a network enables people to communicate efficiently and easily, both outside of and within the organization. Each user on a business network shares hardware, software, data, and information, thereby reducing costs while increasing efficiency and promoting effective information management.

The **Internet**, known as the world's largest network system, is used to send messages to others, obtain information, shop for business-related goods and services, and meet or converse with people around the world. A variety of Internet and online services in the technologically advanced workplace are briefly described below:

- E-mail and the transmission of messages and files are primary methods of rapid communication in the workplace.
- FTP (File Transfer Protocol) is an Internet standard that allows workers to upload and download files with other computers.
- A chat is a typed conversation that takes place on a computer in real time through a chat room.
- Instant messaging (IM) is a service that notifies you when one or more people are online and then allows you to exchange messages or join in a private chat room.
- Internet telephone uses the Internet instead of the telephone to enable workers to talk to other people over the web.



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THE ROLE OF MANAGEMENT IN THE WORKPLACE

We now need to define management in order to highlight the importance, relevance, and necessity of studying it. **Management** is the process of working with and through others to blend together people, materials, money, methods, machines, and morale in an effort to set and to achieve the goals of the organization.

Administrative management is related to the word administration, which describes the performance of, or carrying out of, assigned duties. Administration is also used to refer to a group of persons who execute those duties, such as the governing board of your school or the top-level executives of a corporation. Administration, as you shall see, is essential to every aspect of business operations.

MANAGEMENT TIP

Be a role model. No matter what your job, setting a good example goes a long way in dealing with people.

To achieve the goals of an organization, a firm must be well managed. Thus, the functions of management involve the planning, organizing, controlling of all resources and the leading or directing of people to attain the goals of a productive, unified organization. You will learn about these later in the chapter.

The functions of management are performed by persons called managers at several levels in any organization. The titles held by managers vary considerably depending on the nature of the work assigned, the responsibilities delegated to the positions, and the type and size of the organization. As you shall see later, many business firms have reduced the number of their managerial levels, which, in turn, provides a "flatter" organizational structure.

In general, what do managers do? Management is much more than the familiar activity of telling employees what to do. Management is a complex and dynamic mixture of systematic techniques and common sense. As with any complex process, the key to learning about management lies in dividing it into readily understood subprocesses. One approach is to focus on managerial roles or behaviors. These roles can be grouped into three major categories: interpersonal, informational, and decisional roles.

- *Interpersonal.* Because of their formal authority and superior status, managers engage in a good deal of interpersonal contact, especially with people who report to them.
- *Informational.* Every manager is a clearinghouse for information relating to the task at hand or issues of relevance.
- *Decisional.* In their decisional roles, managers balance competing interests and make choices. Through decisional roles, strategies are formulated and put into action.

THE ADMINISTRATIVE MANAGER POSITION

The person who heads up the company-wide information management function may have one of several titles, such as administrative manager, office manager, manager of administrative services, information manager or

CENGAGE

ETHICS & CHOICES
Examples of business ethical dilemmas throughout the text which allow students to exercise decision-making skills to determine proper courses of action

TWO-COLUMN LAYOUT
Provides better readability by breaking up long lines of text and providing more white space

MANAGEMENT TIP
Practical suggestions from office managers in today's workplace

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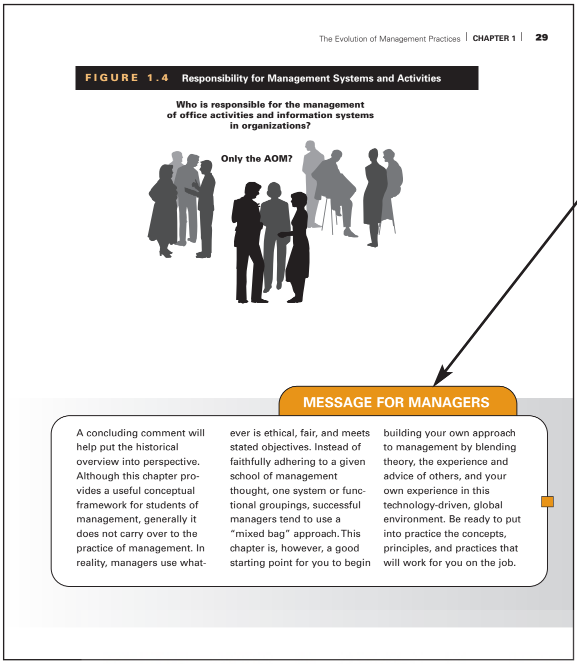

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FIGURE 1.4 Responsibility for Management Systems and Activities

Who is responsible for the management of office activities and information systems in organizations?
Only the AOM?

MESSAGE FOR MANAGERS

A concluding comment will help put the historical overview into perspective. Although this chapter provides a useful conceptual framework for students of management, generally it does not carry over to the practice of management. In reality, managers use whatever is ethical, fair, and meets stated objectives. Instead of faithfully adhering to a given school of management thought, one system or functional groupings, successful managers tend to use a "mixed bag" approach. This chapter is, however, a good starting point for you to begin building your own approach to management by blending theory, the experience and advice of others, and your own experience in this technology-driven, global environment. Be ready to put into practice the concepts, principles, and practices that will work for you on the job.

MESSAGE FOR MANAGERS

Concludes each chapter with a final thought and brings together the chapter contents

END-OF-CHAPTER FEATURES

Includes a summary, key terms, review, critical thinking questions, case studies, and an Internet Research Activity

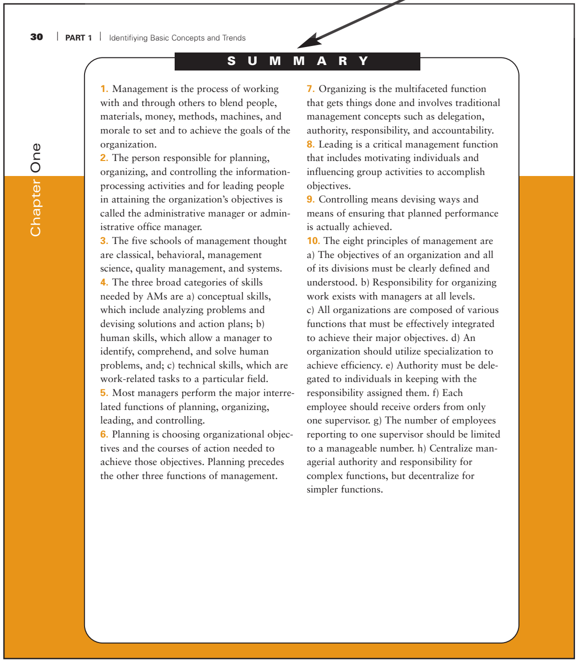
NEW

SUMMARY

A quick review for students and teachers

KEY TERMS

Use for review or quiz



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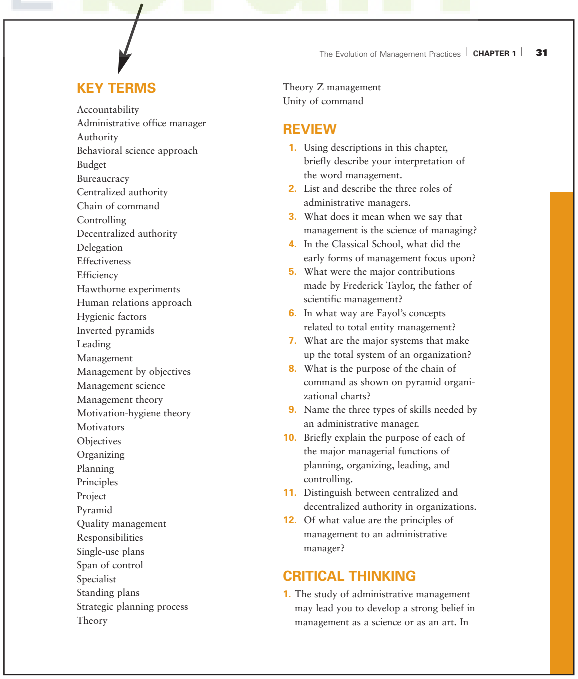
Chapter One

SUMMARY

1. Management is the process of working with and through others to blend people, materials, money, methods, machines, and morale to set and to achieve the goals of the organization.
2. The person responsible for planning, organizing, and controlling the information-processing activities and for leading people in attaining the organization's objectives is called the administrative manager or administrative office manager.
3. The five schools of management thought are classical, behavioral, management science, quality management, and systems.
4. The three broad categories of skills needed by AMs are a) conceptual skills, which include analyzing problems and devising solutions and action plans; b) human skills, which allow a manager to identify, comprehend, and solve human problems, and; c) technical skills, which are work-related tasks to a particular field.
5. Most managers perform the major interrelated functions of planning, organizing, leading, and controlling.
6. Planning is choosing organizational objectives and the courses of action needed to achieve those objectives. Planning precedes the other three functions of management.
7. Organizing is the multifaceted function that gets things done and involves traditional management concepts such as delegation, authority, responsibility, and accountability.
8. Leading is a critical management function that includes motivating individuals and influencing group activities to accomplish objectives.
9. Controlling means devising ways and means of ensuring that planned performance is actually achieved.
10. The eight principles of management are a) The objectives of an organization and all of its divisions must be clearly defined and understood. b) Responsibility for organizing work exists with managers at all levels. c) All organizations are composed of various functions that must be effectively integrated to achieve their major objectives. d) An organization should utilize specialization to achieve efficiency. e) Authority must be delegated to individuals in keeping with the responsibility assigned them. f) Each employee should receive orders from only one supervisor. g) The number of employees reporting to one supervisor should be limited to a manageable number. h) Centralize managerial authority and responsibility for complex functions, but decentralize for simpler functions.



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KEY TERMS

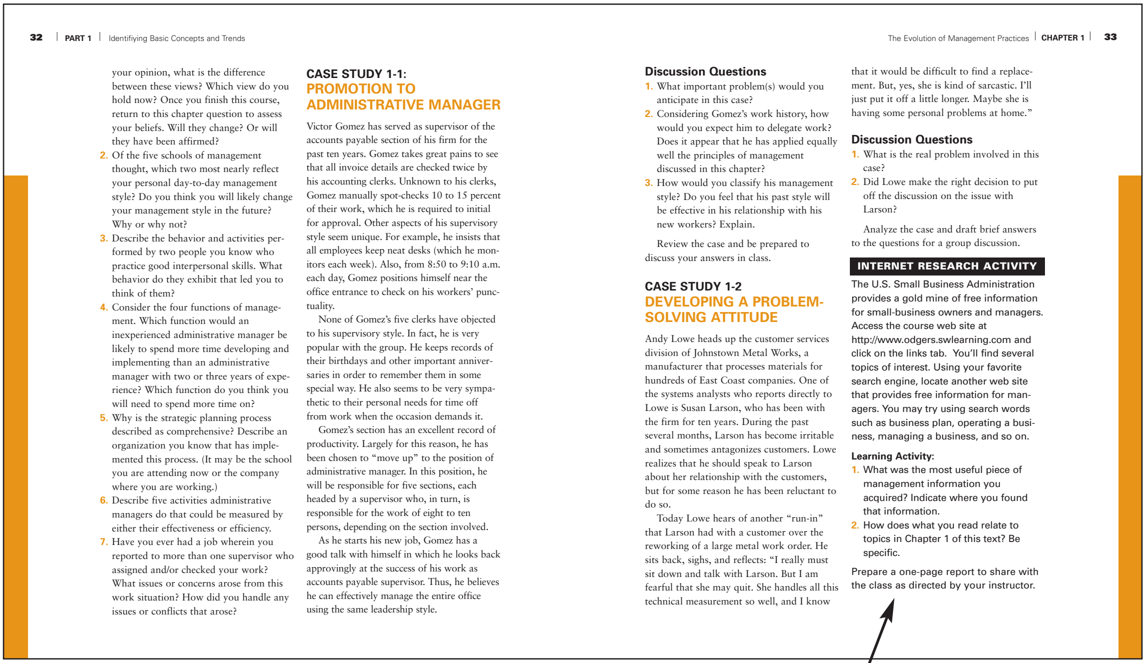
Accountability
Administrative office manager
Authority
Behavioral science approach
Budget
Bureaucracy
Centralized authority
Chain of command
Controlling
Decentralized authority
Delegation
Effectiveness
Efficiency
Hawthorne experiments
Human relations approach
Hygienic factors
Inverted pyramids
Leading
Management
Management by objectives
Management science
Management theory
Motivation-hygiene theory
Motivators
Objectives
Organizing
Planning
Principles
Project
Pyramid
Quality management
Responsibilities
Single-use plans
Span of control
Specialist
Standing plans
Strategic planning process
Theory
Theory Z management
Unity of command

REVIEW

1. Using descriptions in this chapter, briefly describe your interpretation of the word management.
2. List and describe the three roles of administrative managers.
3. What does it mean when we say that management is the science of managing?
4. In the Classical School, what did the early forms of management focus upon?
5. What were the major contributions made by Frederick Taylor, the father of scientific management?
6. In what way are Fayol's concepts related to total entity management?
7. What are the major systems that make up the total system of an organization?
8. What is the purpose of the chain of command as shown on pyramid organizational charts?
9. Name the three types of skills needed by an administrative manager.
10. Briefly explain the purpose of each of the major managerial functions of planning, organizing, leading, and controlling.
11. Distinguish between centralized and decentralized authority in organizations.
12. Of what value are the principles of management to an administrative manager?

CRITICAL THINKING

1. The study of administrative management may lead you to develop a strong belief in management as a science or as an art. In



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your opinion, what is the difference between these views? Which view do you hold now? Once you finish this course, return to this chapter question to assess your beliefs. Will they change? Or will they have been affirmed?

2. Of the five schools of management thought, which two most nearly reflect your personal day-to-day management style? Do you think you will likely change your management style in the future? Why or why not?
3. Describe the behavior and activities performed by two people you know who practice good interpersonal skills. What behavior do they exhibit that led you to think of them?
4. Consider the four functions of management. Which function would an inexperienced administrative manager be likely to spend more time developing and implementing than an administrative manager with two or three years of experience? Which function do you think you will need to spend more time on?
5. Why is the strategic planning process described as comprehensive? Describe an organization you know that has implemented this process. (It may be the school you are attending now or the company where you are working.)
6. Describe five activities administrative managers do that could be measured by either their effectiveness or efficiency.
7. Have you ever had a job wherein you reported to more than one supervisor who assigned and/or checked your work? What issues or concerns arose from this work situation? How did you handle any issues or conflicts that arose?

CASE STUDY 1-1:
PROMOTION TO ADMINISTRATIVE MANAGER

Victor Gomez has served as supervisor of the accounts payable section of his firm for the past ten years. Gomez takes great pains to see that all invoice details are checked twice by his accounting clerks. Unknown to his clerks, Gomez manually spot-checks 10 to 15 percent of their work, which he is required to initial for approval. Other aspects of his supervisory style seem unique. For example, he insists that all employees keep neat desks (which he monitors each week). Also, from 8:50 to 9:10 a.m. each day, Gomez positions himself near the office entrance to check on his workers' punctuality.

None of Gomez's five clerks have objected to his supervisory style. In fact, he is very popular with the group. He keeps records of their birthdays and other important anniversaries in order to remember them in some special way. He also seems to be very sympathetic to their personal needs for time off from work when the occasion demands it.

Gomez's section has an excellent record of productivity. Largely for this reason, he has been chosen to "move up" to the position of administrative manager. In this position, he will be responsible for five sections, each headed by a supervisor who, in turn, is responsible for the work of eight to ten persons, depending on the section involved.

As he starts his new job, Gomez has a good talk with himself in which he looks back approvingly at the success of his work as accounts payable supervisor. Thus, he believes he can effectively manage the entire office using the same leadership style.

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Discussion Questions

1. What important problem(s) would you anticipate in this case?
2. Considering Gomez's work history, how would you expect him to delegate work? Does it appear that he has applied equally well the principles of management discussed in this chapter?
3. How would you classify his management style? Do you feel that his past style will be effective in his relationship with his new workers? Explain.

Review the case and be prepared to discuss your answers in class.

CASE STUDY 1-2
DEVELOPING A PROBLEM-SOLVING ATTITUDE

Andy Lowe heads up the customer services division of Johnstown Metal Works, a manufacturer that processes materials for hundreds of East Coast companies. One of the systems analysts who reports directly to Lowe is Susan Larson, who has been with the firm for ten years. During the past several months, Larson has become irritable and sometimes antagonizes customers. Lowe realizes that he should speak to Larson about her relationship with the customers, but for some reason he has been reluctant to do so.

Today Lowe hears of another "run-in" that Larson had with a customer over the reworking of a large metal work order. He sits back, sighs, and reflects: "I really must sit down and talk with Larson. But I am fearful that she may quit. She handles all this technical measurement so well, and I know that it would be difficult to find a replacement. But, yes, she is kind of sarcastic. I'll just put it off a little longer. Maybe she is having some personal problems at home."

Discussion Questions

1. What is the real problem involved in this case?
2. Did Lowe make the right decision to put off the discussion on the issue with Larson?

Analyze the case and draft brief answers to the questions for a group discussion.

INTERNET RESEARCH ACTIVITY

The U.S. Small Business Administration provides a gold mine of free information for small-business owners and managers. Access the course web site at http://www.odgers.swlearning.com and click on the links tab. You'll find several topics of interest. Using your favorite search engine, locate another web site that provides free information for managers. You may try using search words such as business plan, operating a business, managing a business, and so on.

Learning Activity:

1. What was the most useful piece of management information you acquired? Indicate where you found that information.
2. How does what you read relate to topics in Chapter 1 of this text? Be specific.

Prepare a one-page report to share with the class as directed by your instructor.

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Presents an office scenario with questions for the student to research and analyze orally or in writing

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COURSE WEB SITE

Preface

In each of its thirteen editions spanning several decades, *Administrative Office Management* has carefully documented the problems and solutions of an expanding office world. It began with the First Edition in the depression years of the 1930s and continued on during the hectic war years, culminating in the present edition. In the 13th Edition, like its predecessors, the author explains *past* office problems, relates them to *current* office conditions and situations, and explains how to ensure *future* effectiveness in office operations.

New thinking has emerged to redefine the office. Instead of a place where secretarial work is performed, now we view the office even more broadly as the *information function* as well as the *information center*—a place where information-related operations occur. The pace of change in information technology, so swift and universal in the 1970s, 1980s, and 1990s, has accelerated even more in the early 2000s. This means that our students preparing for business careers, as well as workers on the job seeking positions in management, need to be on the "cutting edge" of technology and human relations to maximize the use of information tools and procedures in their work.

Administrative Office Management, 13th Edition, still follows the same logical organization plan as its predecessors, but with substantial updating and strengthening of content. It reflects current management thinking based on extensive research in information management, technology, communications, office systems, and administrative procedures. This multidisciplinary textbook is designed to teach applied systems thinking to students pursuing both administrative support and information management careers.

To compete effectively, the United States needs competent technicians, humanistic supervisors, and highly skilled front-line workers. Our economy—one that is international, information-based, and technology driven—runs on their efforts. As competitors on the global front are thriving, the cultures of organizations in America are readapting to their environments on a daily basis. Still, incredibly and at the same time, businesses are being asked to do more with less. To confront these new, diverse, and multifaceted challenges, administrative office and business professionals need up-to-date knowledge, as well as techniques, to achieve innovative and speedy solutions to problems. Effectively managed administrative office information systems are critical to the success of all organizations and ultimately to the success of our country in the world marketplace. Those with a quality-oriented approach and with an eye to global competition must manage organizations—public or private, domestic or international.

OUR AUDIENCE

Administrative Office Management, 13th Edition, is appropriate for students who have had no experience in an office environment (as an office-oriented supervision text), as well as for those currently on a career track leading toward managing an office. In addition, it can be used as a training tool for future business technology instructors. Moreover, users of this textbook will find it to be an excellent reference source for those in organizations whose responsibility it is to oversee information systems.

Not only does the 13th Edition cover current management principles, concepts, and organizational trends, but also it acknowledges that it is everyone's job to manage office information systems, from the top executive to the receptionist. The text provides a strong, management-based background using a humanistic approach for managing and supervising staff in an office environment. Technological changes in the workplace demand that each employee be computer-oriented with knowledge of efficiency techniques relative to office systems. It is ideal for training and enhancing the productivity of information systems workers at all levels—administrative, managerial, technical, and professional.

THE BOOK AT A GLANCE

Part I

The first part of the text introduces students to the basic management practices, opportunities, and challenges in administrative office management. These basics include discussions of the evolution of management practices, specific administrative management activities in the workplace, emerging elements impacting administrative management practices, and issues surrounding the management of information, technology, and training needs.

Part II

In this part, the critical area of managing human resources in the office is discussed. These resources include staffing and on-the-job employee practices, as well as employee compensation and recognition, health-related, work ethics, and business etiquette issues.

Part III

This part stresses leadership and essential communication skills in business environments. It includes working with groups and teams, plus using problem-solving skills when resolving conflict issues.

Part IV

The next part covers managing essential administrative services. These areas include office design, space, and health issues, as well as workplace safety concerns. In addition, other workplace productivity systems are covered such as document management, copying, telephoning, mailing, and accounting.

Part V

The final part in the text features managing workplace systems and technology. Specifically, computer network systems and security issues surrounding those systems, Internet services and computer management policies, and finally business and computer information systems are covered.

FEATURES NEW TO THIS EDITION

To update and further strengthen coverage of the office management field, the topics throughout the text are covered in more depth, with an emphasis on the importance

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of using effective communication techniques and applying state-of-the-art Internet research and technology skills. In addition, the 13th Edition

- Is **extensively researched** by the author and includes new research in excess of 500 publications with 2001-2003 references.
- Introduces a new feature **Technology Application in the Workplace** that provides an introductory example of how technology is used in the workplace, its impact on business, or a noteworthy situation relative to the chapter content.
- Provides ***Key Terms*** in the End-of-Chapter Activities as a useful review or a quick quiz to begin the chapter.
- Brings back a ***Summary*** feature from earlier editions that outlines the key points covered in the chapter for a quick review by the instructor and students.

FEATURES RETAINED FROM PREVIOUS EDITION

Many features remain from the prior edition because they have proven to be well received:

- The *personal, informal writing style* that effectively communicates with readers.
- Retention of *general management principles.*
- *Insights from the Workplace* profiles managers who describe their jobs, explain their methods of solving human and technical problems in the office, and provide personal information about their education and work experience. These profiles give students practical information from managers and supervisors currently on the "firing line."
- The *Objectives* section introduces the key concepts students will learn in the chapter.
- A *Quotation* at the start of each chapter introduces the students to a familiar thought from a famous person or historian.
- *The Management Tips* in each chapter provide practical suggestions from the practices of office managers today.
- *The Ethics and Choices* sections throughout each chapter are examples of office and business ethical dilemmas that allow students to determine their own actions; then discuss them with the entire class.
- *A Message for Managers* feature concludes each chapter with a final thought that brings together the chapter content.
- A *Glossary* concludes the text and contains all definitions of key terms throughout the chapters.

END-OF-CHAPTER ACTIVITIES

At the end of each chapter, you will find more technology-based, Internet-research projects incorporating the following activities following a summary of the key points:

- **Key Terms:** Presents the terms defined in the chapter in bold; useful as a student review or as a quick quiz to start the chapter.
- **Review Questions:** Offered as a review of the key concepts in the chapter.
- **Critical Thinking Questions:** Designed to stretch the reader's thinking, these questions interrelate the content to the reader's philosophy, value system, and work experience.

- **Case Studies:** The two case problems are designed to improve the reader's problem-solving skills by requiring the student to think critically about the problems and develop workable solutions.
- **Internet Research Activity:** This activity is intended for students to surf the web in order to supplement chapter material with the most recently published research about topics, issues, themes, products, or services.

SUPPLEMENTS FOR THIS EDITION

- **Student Workbook with a Data CD** contains the following applied projects for each chapter: Review Activity, Practical Experience Assignments that include field exercises and case studies, Internet Research Assignments, and Hands-on Computer Assignments that include word processing and spreadsheet projects. Many of the projects in the workbook are based on a fictitious company called International Business Services, located in Phoenix, Arizona. The workbook activities give students the opportunity to make decisions based on the information provided and to interpret actions needed. Many projects provide students with forms on the Data CD to make completion easier.
- **Instructor's Resource CD** includes four key resources: an instructor's manual, electronic testing files for each chapter, chapter PowerPoint slides, and chapter solution files for the word processing and spreadsheet computer projects. The instructor's manual section includes an in-depth chapter outline for each chapter, a teaching "snapshot" table showing when to use slides, projects, and activities at each chapter section, and general and specific teaching suggestions for each chapter. The teaching suggestions provide an overview of each chapter. Key concepts for each major topic in the chapter are presented with points to emphasize specifically. Each key concept section gives tips on how to present the topic, when to use the PowerPoint slides, when and how to assign the cases and/or student workbook activities, along with specific information on how to develop the concept.

  Suggested answers are provided for the Ethics & Choices and suggested uses for the Management Tips; solutions to end-of-chapter activities, and solutions to student workbook projects are also included. A minimum of five Microsoft PowerPoint slides per chapter are available for instructor use complete with animations, sound, and transitions. These provide an overview of key concepts presented in each chapter to augment lectures or provide review prior to an exam.
- **Web site** provides links to Internet resources that correlate to the Internet Research Activity in the End-of-Chapter materials. These links can be found by clicking on the link http://odgers.swlearning.com for the particular chapter being studied. In addition, the web site provides additional student activities such as crossword puzzles that review the key terms introduced in the chapters. The web site also includes the electronic test bank. Students and teachers will find that the web site is an excellent way to get updated information.

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Thank you for selecting *Administrative Office Management*, 13th Edition. Good luck as you pursue your studies and continue your career in administrative office management. I will appreciate hearing from you and learning how you have used this 13th Edition.

Pattie Odgers, Ed.D.

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Glossary

A

Acceptable-use policy prohibits employees from installing software, downloading programs from the Internet, passing pornography around the office, and the like (p. 305)

Access control a security measure that defines *who* can access a computer, *when* they can access it, and *what* actions they can take while accessing the computer (p. 470)

Accommodating usually takes the form of selfless generosity or blind obedience by yielding completely to another's point of view (p. 316)

Accountability involves judging the extent to which employees fulfill their responsibilities (p. 21)

Accounting cycle involves recording, classifying, and summarizing financial information for owners, managers, and other interested parties (p. 430)

Active listening a restatement of the sender's total communication (thoughts and feelings) that help the sender to understand both the thoughts and feelings of his or her communication as the listener views them (p. 348)

Administrative office manager the person responsible for planning, organizing, and controlling the information-processing activities and for leading people in attaining the organization's objectives (p. 7)

Affirmative Action Program provides guidelines to eliminate discrimination in the employment selection process (p. 161)

Alternative officing flexible work arrangements and settings that support work processes, functions, or activities that can't be encompassed in one space (p. 370)

Ambient lighting illuminates the areas surrounding a work surface (p. 365)

Ambiguity uncertainty (p. 87)

Americans with Disabilities Act (ADA) prohibits private employers, state and local governments, employment agencies, and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions, and privileges of employment (p. 134)

Analytical graphics software allows you to take data from an existing spreadsheet or database file and create, view, and print charts and graphs (p. 502)

Anti-virus program protects computers against viruses by identifying, removing, or quarantining any computer viruses found in memory, on storage media, or on incoming files; also know as *antivirus software* (pp. 75, 455)

Application software productivity software that allows you to use a computer to solve a specific problem or perform a specific task (p. 501)

Artificial intelligence application of human intelligence to computers (p. 36)

At-will employment the employer can fire the employee for no reason or any reason (p. 197)

Authentication verifies that the individual is the person he or she claims to be (p. 470)

Authority the right to do something, to tell someone else to do it, or to make decisions that affect the reaching of organizational objectives (p. 20)

Autocratic (authoritarian) leader one who makes most of the decisions alone instead of allowing followers to participate in the decision-making process (p. 261)

Automatic document feeder (ADF) a device that allows stacks of paper to be placed into a tray and automatically fed one page at a time into the scanner, speeding up the scanning process (p. 416)

Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation either emotionally, physically, or intellectually (p. 316)

B

Backup to duplicate a file, program, or disk that can be used if the original is lost, damaged, or destroyed (p. 455)

Balance sheet a statement that shows the financial condition of a business at a particular time (p. 431)

Basic beliefs deeply felt moral and ethical principles that guide decision-making behavior (p. 230)

Behavior science approach the modern approach to worker behavior; cuts across the fields of psychology, anthropology, and sociology to emphasize interpersonal relations and democratic actions on the part of workers (p. 10)

Behavioral interview questions questions that elicit a response detailing how the applicant did a job in the past or performed a particular task (pp. 159–161)

Bereavement leave offered by companies to provide eligible employees paid time off in the event of a death in the employee's immediate family (p. 188)

Brainstorming the process of providing or recording as many solutions as possible without sorting or evaluating them (pp. 277, 338)

Buddy system matches a new employee with an experienced employee who maintains close contact with the new employee and lends support by answering routine questions (p. 166)

Budget financial plan for a certain period of time—a fiscal year, an academic year, or a calendar year (p. 19)

Bureaucracy a form of organization, which is formal, impersonal, and governed by rules rather than by people (pp. 8–9)

Burnout essentially caused by a feeling of powerlessness on the job and is a stress-related affliction resulting when people invest most of their time and energy in a particular activity (p. 322)

Business-to-business (B2B) e-commerce electronic financial transactions between businesses (p. 471)

Byte the space required to store one character (a letter, digit, or symbol) (p. 496)

C

Cafeteria benefit plan allows an employee to contribute a certain amount of pre-tax dollars to a plan to avoid income taxes on the amount allocated to these qualified benefit plans (p. 190)

Carpal tunnel syndrome (CTS) a medical problem of the hands, specifically an inflammation of the nerve that connects the forearm to the palm of the wrist (p. 379)

Cathode ray tubes (CRTs) relies on vacuum tube technology (p. 492)

CD-R (compact disc-recordable) a multi-session CD onto which users record their own items, such as text, graphics, and audio (p. 498)

CD-ROM (computer disc read-only memory) the most familiar kind of optical disc; is prerecorded (p. 498)

CD-RW (compact disc-rewritable) an erasable disc you can write on multiple times (p. 498)

Centralized authority concentration of power and authority is near the top of an organization (p. 20)

Certification a way for employees to ensure a level of competency, skill, or quality in a particular area (p. 54)

Chain of command defines the organizational and reporting structure of a company (p. 14)

Change management involves managing the changes organizations are experiencing (p. 94)

Client/server network a central computer (server) that stores the majority of the applications of the organization and manages printing and communication activities (p. 449)

Coaching an ongoing, collaborative process intended to clarify performance targets, reinforce strengths, and encourage individuals to stretch to even higher levels of performance (p. 43)

Collaborating involves agreeing not to compete for resources or use confrontation to find creative solutions to mutually engaging problems (p. 316)

Collating the process of organizing copies of documents in the proper reading order (p. 420)

Communication media cables, telephone lines, cellular radio, and satellites (p. 110)

Communication process by which messages, information, and human attitudes are exchanged with others (pp. 74, 284)

Compact discs small plastic discs used to store information digitally (p. 417)

Comparable worth implies that jobs with comparable levels of knowledge, skill, and ability should be paid similarly even if actual duties differ significantly (p. 130)

Compensatory damages pay for actual monetary losses, for future losses, and for mental anguish and inconvenience (p. 140)

Competing could mean "standing up for your rights;" defending a position that you believe is correct; or demonstrating a win-at-all-costs attitude (p. 316)

Compressed workweek condenses the hours worked each week into fewer days (p. 98)

Compromising involves finding expedient, mutually acceptable solutions that partially satisfy both parties (p. 316)

Computer addiction occurs when computer use consumes someone's entire social life (p. 84)

Computer monitoring involves using computers to observe, record, and review an individual's use of the computer, including communications such as e-mail, keyboard activity (to measure activity), and Internet sites visited (p. 45)

Computer network made up of several devices (computers, terminals, or other hardware devices connected by an electronic communication system (p. 446)

Computer security risk any event or action that could cause a loss of or damage to computer hardware, software, data, information, or processing capability (p. 75)

Computer system group of computer devices that are connected, coordinated, and linked in such a way that they work as one to complete a task (p. 110)

Computer vision syndrome (CVS) characterized by eye fatigue, blurred vision, dry eyes, and headaches (p. 379)

Connectivity enhances access to important data needed for making decisions (p. 445)

Controlling management function of devising ways and means of ensuring that planned performance throughout the process is actually achieved (p. 23)

Cookie a small file that a web server stores on your computer (p. 471)

Core activities an organization's operations, including the creation, selling, and support of the products and services that the company produces (p. 73)

Core competencies primary functions of a business that directly make money for the company (p. 102)

Corporate culture invisible driving force that reflects the collective values and behaviors of those associated with the organization (p. 40)

Corporate universities centralized, proactive entities that are responsible for all training and education at a given company (p. 119)

Cross-functional team a group staffed with a mix of specialists focused on a common objective, problem, or goal (p. 91)

Cultural literacy understanding and being sensitive to race, religion, global etiquette; helping people feel comfortable in the workplace; and understanding other cultures (p. 70)

D

Data the collection of unprocessed items, which can include text, numbers, images, audio, and video (p. 486)

Database management software computerizes and manages recordkeeping and information tasks by helping businesses store, organize, and retrieve information much more efficiently than using paper file folders in cabinet drawers (p. 502)

De facto policies policies embedded in the everyday work of the organization (pp. 193–194)

Decentralized authority power and decision-making are dispersed to successively lower levels of the organization (p. 21)

Defensive reaction a way of thinking that cushions the blow resulting from an immediate inability to overcome an obstacle or barrier that has been placed in your path (p. 270)

Delegation process by which managers distribute and entrust activities and related authority to subordinates in the organization (p. 20)

Depression state of being sad, or a psychoneurotic or psychotic disorder marked especially by sadness, inactivity, difficulty in thinking and concentration, a significant increase or decrease in appetite and time spent sleeping, feelings of dejection and hopelessness, and sometimes suicidal tendencies (p. 213)

Desk rage can take the form of yelling, verbal abuse, rudeness, destroying equipment, and overall negativity; could be a precursor to workplace violence (p. 388)

Desktop computer the system that sits on desktops; also called a personal computer or PC (p. 489)

Desktop publishing software allows businesses to produce professional-looking publications—newsletters, reports, manuals, brochures, advertisements, and other documents—that incorporate text with graphics (p. 503)

Digital cameras capture images with sensors and computer memories rather than with traditional film (p. 499)

Digital copiers digital imaging systems; multifunctional devices with a copying platen (p. 420)

Digital divide describes the idea that people of the world can be divided into those who have access to technology with the ability to use it and those who do not (p. 255)

Direct compensation an employee's base pay as well as any incentive pay programs (p. 186)

Document feeder allows the user to copy multi-page documents without having to lift and lower the platen cover for every sheet copied (p. 420)

Document imaging conversion of paper documents into electronic images on your computer (p. 415)

Document management deals with the control, retention, and security of records and files whether in paper form or on electronic magnetic storage devices (p. 412)

Domestic violence abusive behavior that is physical, sexual, and/or psychological, and intended to establish and maintain control over a partner (p. 394)

Dot matrix printer uses a matrix of pins to create ragged text characters and equally ragged graphics from dots (p. 493)

Downward communication follows the organization's formal chain of command from top to bottom (p. 288)

Drug-Free Workplace Act of 1988 ensures the employers who have contracts with the U.S. government maintain a drug-free environment for their workers (p. 212)

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Duplex scanning allows both sides of a two-sided document to be scanned in a single pass (p. 416)

Duplexing two-sided copies (p. 420)

DVD (Digital Video Disc or **Digital Versatile Disc)** the newest generation of optical disc storage technology (p. 418)

DVD-ROM (digital video disc-ROM) an extremely high capacity optical disc capable of storing 4.7 GB to 17 GB (p. 498)

E

E-commerce a financial business transaction that occurs over an electronic network; also known as *electronic commerce* (pp. 89, 470)

Effectiveness ability to get the "right things" accomplished by selecting the most suitable goals and the proper steps, people, and physical resources to achieve them (p. 23)

Efficiency ability to "get things right" in a reasonable and timely manner with a minimum expenditure of resources (p. 23)

E-learning a person learns at his or her own pace using computers and telecommunication devices (p. 120)

Electronic commerce or **e-commerce** a financial business transaction that occurs over an electronic network system (p. 470)

Electronic mail or **e-mail** a system that enables a user to transmit letters, memos, and other messages directly from one computer to another (pp. 291, 464)

E-monitoring the process of monitoring workers' activities during the workday using a computerized monitoring device or software (p. 471)

Emoticons symbols used on the Internet to express emotions (p. 478)

Empathetic communication to give feedback so that it is received without threat to the other person (p. 287)

Employee handbooks commonly used manuals that communicate to workers numerous company policies, ranging from time off to insurance coverage to drug testing (p. 195)

Employee recruitment process of generating a pool of qualified applicants for organizational job vacancies (p. 152)

Employee selection process of choosing individuals who have relevant qualifications to fill jobs in an organization (p. 154)

Employment application form serves as the basis for initial screening of minimum qualifications and becomes the basis for any subsequent interviews (p. 154)

Empowerment a set of practices designed to authorize, drive, and enable day-to-day decision-making at lower levels within an organization (p. 90)

Entrenched bureaucracy a company where workers are more concerned with their bosses rather than with customers; can be seen in the typical vertical organization (p. 91)

Equal Employment Act forbids discrimination on the basis of race, color, sex, religion, or national origin (p. 131)

Equal Employment Opportunity Commission (EEOC) agency that handles complaints relative to race, sex, color, religion, and national origin, plus age and disability discrimination and compensation charges (p. 130)

Equal Pay Act of 1963 prohibits discrimination on the basis of sex in the payment of wages or benefits, where men and women perform work of similar skill, effort, and responsibility for the same employer under similar working conditions (p. 130)

Ergonomic keyboard reduces the chance of wrist and hand injuries to the workers who keyboard often (p. 493)

Ergonomics an applied science devoted to incorporating comfort, efficiency, and safety into the design of items in the workplace; designing the job environment to fit a worker's physical and psychological needs (pp. 75, 372)

Ethics moral guidelines involving right versus wrong; behaviors that tell people how to act in ways that meet the standard that our values set for us (pp. 38, 230)

Exempt employees employees who are not paid overtime and usually are classified as being in professional or administrative positions (p. 184)

Exit interview to obtain information from departing employees concerning their experiences with various aspects of their employment (p. 198)

F

Facsimile (fax) a machine that can transmit and receive documents by translating copies of text or graphic documents into electronic signals, which are then transmitted over regular telephone lines or by satellite (pp. 293, 431)

Fair Credit Reporting Act (FCRA) designed to promote accuracy and ensure the privacy of the information used in consumer reports and background checks (p. 396)

Fair Labor Standards Act (FLSA) major law affecting compensation administration (p. 184)

Family and Medical Leave Act (FMLA) entitles eligible employees to take up to twelve weeks of unpaid, job-protected leave in a twelve-month period for specified family and medical reasons (p. 137)

Feedback the verbal and nonverbal responses that the receiver gives to the original sender or another person involved in the communication process (p. 287)

Fiber optics uses light to send data instead of electricity (p. 444)

File server a hardware computer device and part of the LAN that allows for sharing with peripheral devices such as printers and hard disk storage units (p. 448)

Filtering the tendency for a message to be watered down or halted completely at some point during transmission (p. 287)

Finishers advanced staple/sorters that can three-hole punch or even fold the finished copies (p. 420)

Firewall a type of security system consisting of hardware and/or software that prevents unauthorized access to data, information, and storage media on a network; restricts access to data on the network (pp. 453, 470)

Flat-panel or liquid crystal displays (LCDs) transmissible displays because they rely on a bright backlight, and the individual liquid crystal cells either block or transmit the light in order to create the viewable image (p. 492)

Flextime workers are required to report for work on each working day and work a given number of hours (p. 97)

Foot-candle describes the quantity of light (p. 374)

Formal communication channels officially prescribed means by which messages normally flow inside organizations (p. 289)

Formal groups groups that are deliberately formed and created by management to attain organizational goals and objectives (p. 306)

Free-rein (laissez-faire) leader focuses on the welfare and feelings of followers, and has self-confidence and a strong need to develop and fully empower team members (p. 262)

G

Generation X people born between 1965 and 1976 (p. 268)

Generation Y people born after the year 1977 (p. 269)

Gigabyte (GB) a measure of computer storage capacity that is equal to approximately one billion bytes (p. 496)

Globally literate seeing, thinking, and acting in culturally mindful ways (p. 69)

Grapevine transmission of information by word of mouth without regard for organizational levels; often provides a great deal of useful information to workers and managers alike (p. 290)

Graphical user interface the GUI operating system contains graphics and icons and is commonly navigated by using a computer mouse or other type of pointing device (p. 500)

Graphics software presents data clearly and quickly in visual form on a computer (p. 502)

Grievance procedure provides the mechanism whereby employee and union grievances can be aired and judged according to prescribed and agreed-upon steps (p. 201)

Groups two or more freely interacting individuals who have a common identity and purpose (p. 74)

Groupthink the tendency of highly cohesive groups to lose their critical evaluative abilities and, out of a desire for harmony, often overlook realistic, meaningful alternatives as attitudes are formed and decisions are made (p. 308)

Groupware the combination of electronic technology and group processes that supports teams and organizations as they work together on projects and share information over a network (pp. 468–469)

H

Hacking a computer term used to describe the activity of computer enthusiasts who are challenged by the practice of breaking computer security measures (p. 455)

Hard disks storage devices that are thin but rigid metallic platters coated with a substance that allows data to be recorded in magnetic form (p. 497)

Hardware on a computer system, this is anything that you can touch (p. 491)

Hawthorne Experiments studies that found that changes in the work environment had little long-term effect upon worker productivity (p. 10)

Hidden agendas composed of attitudes and feelings that an individual brings to the group (p. 308)

Horizontal organizations managing "across" has become more critical than managing "up and down" in a top-heavy hierarchy (p. 91)

Hostile work environment occurs when supervisors or coworkers do things that make the work atmosphere more difficult for people based on their gender; it interferes with an individual's work performance or contains intimidating or offensive behavior (pp. 134, 397)

Human capital collective sum of the attributes, life experience, knowledge, inventiveness, energy, and enthusiasm that the company's people choose to invest in work (p. 72)

Human relations approach the early approach to worker behavior; calls attention to the importance of the individual within the organization (p. 10)

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Hygienic (or maintenance) factors factors that are related to productivity on the job but are external to the job itself (p. 11)

I

IBM-clone computer manufacturers are Gateway, Hewlett-Packard, Compaq, Dell, and others (p. 489)

Identification verifies that an individual is a valid user (p. 470)

Incandescent lighting achieved with filament bulbs; similar to lighting found in most homes (p. 365)

Incentive plans direct compensation that is optional but usually based on set criteria established by the employer (p. 186)

Income statement a summary of all income and expenses for a certain time frame, such as a month or year (p. 431)

Indirect compensation includes the whole array of benefits (p. 186)

Informal communication channels communication that travels along channels other than those formally designed by the organization (p. 290)

Informal groups arise spontaneously throughout all levels of the company (p. 306)

Information data that has been processed by a computer in some meaningful way and is useful in decision-making (p. 486)

Information literacy the ability to use computers and technology to find, analyze, and use information in a meaningful way (p. 68)

Information Technology (IT) Department a department within an organization that will study, design, develop, implement, support, and manage the computer-based information system (p. 486)

Information technology consists primarily of computing, combined with telecommunications and networking; also known as *Infotech* (p. 44)

Injunction a court order requiring a person or corporation to do or to refrain from doing a particular act (p. 130)

Ink-jet printer a non-impact printer that forms characters and graphics by spraying tiny drops of liquid ink onto a piece of paper (p. 494)

Insider trading use of information unavailable to the public (p. 38)

Instant messaging (IM) a real-time Internet communication service that notifies a user when one or more people are online and then allows the user to exchange messages or files or join a private chat room with those people (p. 467)

Integration a powerful management technique that brings conflicting parties together to discuss the issues face-to-face (p. 318)

Internet addiction disorder the condition of being addicted to the Internet (p. 84)

Internet world's largest network system used to send messages to others, obtain information, shop for business-related goods and services, and meet or converse with people around the world (pp. 76, 447)

Intranet a company's internal network that uses Internet technology to make company information accessible electronically to employees using an assigned username and password (pp. 77, 451)

Intrusion detection software used to identify possible security breaches (p. 470)

Inverted pyramid organizational model that charts the "who, what, and how" of management in an opposite way to the traditional upright pyramid chart (p. 28)

J

Job analysis process of collecting and organizing information about jobs performed in the organization and the principle elements involved in performing them (p. 140)

Job description defines in written form the tasks, duties, and responsibilities of a particular job (p. 142)

Job posting positions are announced on bulletin boards or in company publications as openings occur (p. 191)

Job sharing allows two people to share the duties—and prorate salaries and benefits—of one full-time position (p. 98)

Job specification clarifies the knowledge, degree, skills, and abilities a worker needs in order to do the job competently (p. 142)

L

Labor unions associations of employees formed to represent work force concerns and interests during negotiations with management (p. 201)

Lateral communication communication that occurs between departments or functional units, usually as a coordinating or problem-solving effort; also known as *horizontal communication* (p. 288)

Leadership the art of influencing people to work willingly and enthusiastically to attain organizational objectives by embracing a vision or goal as their own (pp. 74, 256)

Leading management function of motivating individuals and influencing group activities to accomplish objectives (p. 22)

Learning organization encourages training as essential to actual work; learning is emerging as a byproduct of work rather than something done in isolation (p. 92)

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Local-area network a computer and communication network that covers a limited geographical area, allows every node to communicate with every other node, and does not require a central node or processor (pp. 447–448)

Lose-lose negotiating strategy common when one party attempts to win at the expense of the other (p. 317)

M

Mail dump table a large, flat table with a small lip around three or four sides that allows users to dump and spread loose mail for visual inspection before individual handling (p. 429)

Mainframe computers very fast and powerful units (p. 490)

Management the process of working with and through others to blend together people, materials, money, methods, machines, and morale in an effort to set and to achieve the goals of the organization (p. 6)

Management by objectives (MBO) objectives set forth for every area where performance and results directly and vitally affect the survival and prosperity of the organizations (pp. 11–12)

Management science makes use of engineering and mathematical skills to solve complex decision-making problems; also known as *quantitative business methods* (p. 12)

Management theory principles that are classified and grouped into a managerial framework (p. 24)

Mapping grouping ideas and thoughts into meaningful clusters, which helps the reader understand the hierarchy of links between the topics and concepts presented (p. 337)

Mediation an impartial third party tries to bring both sides to a point of common agreement (p. 135)

Megabyte one million characters, or bytes of data (p. 418)

Mentor an adviser, teacher, sounding board, cheerleader, and critic, all rolled into one (p. 54)

Merit pay based on established criteria or performance at an exemplary level as usually reflected in an employee's performance appraisal (p. 186)

Microfiche index-sized film that can be read on a variety of microfiche readers or printed out in the form of paper enlargements (p. 415)

Microfilm economical archival medium for long-term storage with low equipment costs and comparatively fast retrieval (pp. 414–415)

Modem enables computers to communicate, usually via telephone lines or cable (p. 110)

Modular design refers to the design of office furniture that facilitates the use of different components and variations in the way those components are arranged in the space provided (p. 368)

Monitor resembles a television screen and displays information (p. 491)

Motherboard main circuit board that contains one or more memory chips (p. 495)

Motivation-hygiene theory theory that states we work in environments where two kinds of factors are present: motivators and hygienic (or maintenance) factors (p. 11)

Motivators factors that result from experiences that create positive attitudes toward work and arise from the job content itself (p. 11)

Mouse a device used for moving the cursor-like insertion point around the text and for pointing (p. 499)

Multifunction printer (MFP) combines a printer and scanner to function as a printer, scanner, and copier; may have fax capability (p. 495)

Multifunctionality one machine performing two or even three different functions (p. 420)

Multitasking the ability to execute more than one task at the same time (p. 319)

Musculoskeletal disorders (MSDs) potential physical outcomes for workers using poorly designed office equipment, furniture, and work spaces, or for employees who are inadequately trained in ergonomic practices; includes carpal tunnel syndrome and tendonitis (p. 377)

N

Negligent hiring the failure on the part of the organization to use reasonable care in the selection process while hiring (p. 396)

Negotiation a psychological process requiring give-and-take between the participants (p. 315)

Nepotism favoritism shown to a relative on the basis of relationship (p. 218)

Network a collection of computers and devices connected by communications channels that facilitate communication among workers and allow users to share resources with other users (p. 76)

Network administrator an individual who provides upgrades and assistance with networking difficulties (p. 111)

Network operating system (NOS) special control program that resides in a file server within a LAN (p. 448)

Network/server computers designed to support a computer network that allows all employees to share files, application software, hardware, and other network resources (p. 489)

Node a station, terminal, computer, or other device in a computer network (p. 448)

Noncore functions security, information technology, and human resources (p. 102)

Nonexempt employees employees who are paid overtime and are usually paid an hourly wage (p. 184)

Non-impact printers create the image on paper other than by directly striking the paper (p. 494)

Norm a generally agreed-on standard of behavior that every member of the group is expected to follow (pp. 306–307)

Notebook computers laptop computers; small enough to be carried in a briefcase but often are transported in their own carrying case (p. 488)

O

Objectives measurable end results; the goals or targets that an organization, department, or individual seeks to attain (p. 16)

Office environment made up of several interdependent systems that include people, floor plans, furniture, equipment, lighting, air quality, and acoustics (p. 364)

Office layout the working arrangement of facilities and workstations (p. 364)

Office manuals procedures that specify a standard way for dealing with recurring situations or activities so that they will be handled uniformly throughout an organization (p. 329)

Office politics leveraging, positioning, and building alliances (p. 272)

Operating system (OS) a program that enables the computer hardware to communicate and operate with the computer software (p. 500)

Organizing multifaceted management function that gets things done (p. 20)

Orientation a meeting or formal activity that specifically prepares employees for working in a particular organization and working environment (p. 163)

Outsourcing management strategy by which an organization utilizes specialized, efficient service providers to perform major, noncore functions (p. 102)

P

Paradigm a set of assumptions or a frame of reference (p. 89)

Paradigm shift a fundamental change in the assumptions we make about a certain body of knowledge (p. 89)

Participative (democratic) leader involves followers heavily in the decision-making process by using group involvement to set basic objectives, establish strategies, and determine job assignments (pp. 261–262)

Patience ability to be able to wait for results without complaint or anxiety (p. 39)

Peer-to-peer network communicates directly with any other computer without going through a central server (p. 450)

Pension plans retirement benefits established and funded by employers and employees (p. 188)

Performance appraisals a management tool where supervisors notice employees' attitudes, performances, and their work habits (p. 172)

Peripherals hardware devices that are optional to the operation of the basic unit (p. 498)

Permatemps long-term temporary employees (p. 101)

Persistence continuing steadfastly and being committed (p. 39)

Personal digital assistant (PDA) can be used to keep track of appointments and other business-related information, such as customer names and orders (p. 505)

Personal power informal power that is manifested by the extent to which followers are willing to *follow* a leader (p. 272)

Personal space the flow and shift of distance between people as they interact and communicate (p. 247)

Personality disorders excessive absenteeism, tardiness, withdrawal, and personality conflicts are behaviors motivated by the need to survive (p. 270)

Perspective broad view of an event or idea (p. 39)

Piggybacking the process of revising and expanding on suggested solutions (p. 277)

Pixel a single point (or dot) in an electronic image (p. 488)

Planning management function of choosing or generating organizational objectives and then determining the courses of action needed to achieve those objectives (p. 16)

Policy a plan or course of action adopted by a business organization that is designed to influence and determine decisions, actions, and other matters (p. 193)

Portable skills an individual is able to transfer what he or she already knows to slightly new situations (p. 116)

Portfolio contains a collection of items in book form that documents and chronicles the accomplishments that can give an individual's career a boost (pp. 49–50)

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Position approval form identifies the position title and related classification information; essential functions of the position; and the duties, experience, education, and training needed to perform the duties (p. 154)

Position power formal authority to tell others what to do that is granted by the organization (p. 272)

Posting the process of prioritizing the ideas from most important to least or vice versa (p. 277)

Power not an attempt to influence but the *ability* to influence others (p. 272)

Pregnancy Discrimination Act states that an employer cannot refuse to hire a woman because of her pregnancy-related condition as long as she is able to perform the major functions of her job (p. 132)

Presentation graphics software used when professional-looking charts are needed to accompany an oral presentation (p. 502)

Previewing skimming the selection, looking for main points, and discovering how the material is organized (pp. 336–337)

Principles broad, general statements that are considered to be true and that accurately reflect real-world conditions in all walks of life (p. 24)

Printers produce paper output in the form of text and graphics (p. 493)

Privacy policy articulates the reason for monitoring; specifies when, where, and how employees will be monitored; and outlines how any surveillance data will be used (p. 45)

Problem-solving committees groups that meet on an as-needed basis and are relatively permanent (p. 306)

Procedure a written, step-by-step standardized method of handling a task or action; it outlines the steps to be performed when completing a specific task or activity (pp. 193, 329)

Project organizations use a project planning process to achieve objectives (p. 19)

Punitive damages may be available if an employer acted with malice or reckless indifference (p. 140)

Pyramid traditional management organizational model (p. 14)

Q

Quality management both a philosophy and a set of principles used to guide the entire organization in continuous improvement; also known as *total quality management (TQM)* (p. 12)

R

Random-access memory (RAM) the high-speed memory area where your software program and document are stored while you are working on them; also called *main memory* (p. 496)

Read-only memory (ROM) chips used for the permanent storage of certain instructions, most frequently parts of the computer's operating system software that check a computer's hardware when you turn on the computer (p. 496)

Real time you and the people with whom you are conversing are online at the same time (p. 465)

Reasonable accommodation employer requirement to make accommodations to the known disability of a qualified applicant or employee if it would not impose an "undue hardship" on the operation of the employer's business (pp. 135–136)

Reasonable care the level of care that a reasonably prudent person would exercise under the circumstances (p. 396)

Reframing refers to looking for evidence of a more positive, less catastrophic view of some problem or change (pp. 87, 314)

Repetitive strain injury (RSI) an injury or disorder of the muscles, nerves, tendons, ligaments, and joints (p. 378)

Reputation what people think of the way you do business and how they assess your character as a business person (p. 38)

Responsibility obligation and accountability for properly performing work that is assigned (p. 21)

Retention strategy techniques to retain workers (p. 48)

Risk factor a condition or circumstance that may increase the likelihood of violence occurring in a particular setting (p. 391)

Rule an authoritative directive for conduct; an established standard or habit of behavior (p. 193)

Rumors gossip (p. 290)

S

Scanner an input device that acts like a miniature photocopy machine (p. 499)

Scanning a document produces a picture that can be stored on a computer (p. 416)

Search engine a software program that locates web sites and web pages (p. 462)

Serious health condition an illness, injury, impairment, or physical or mental condition that involves a period of incapacity or treatment connected with inpatient care or continuing treatment by a health-care provider that includes any period of incapacity (p. 138)

Server usually a computer system with the following characteristics: fast CPU speed, large random access memory (RAM), large disk capacity, fast disk access speed, plenty of expansion slots available, reliable hardware, and an

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operating system that is compatible with standard software drivers such as network, disk, and video drivers (p. 448)

Sexual harassment unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature that creates an intimidating, offensive, hostile work environment (p. 133)

Shredder machine that cuts paper documents into small pieces; provide document security and, at the same time, help the environment (p. 433)

Simplex scanning scans one side of a document only (p. 416)

Single-use plan plans that are developed and used for a certain period of time (p. 19)

Situational interview questions questions related to the job requirements and knowledge, training, and education needed for the position that is being advertised (p. 159)

Social Security includes old age benefits, survivor benefits, disability benefits, and medical benefits; also known as the *Old Age and Survivors Insurance (OASI) Program* (p. 187)

Software a group of step-by-step instructions executed by the computer; also known as a *program* (p. 500)

Spam an unsolicited e-mail message sent to many recipients at once; commonly known as Internet junk mail (pp. 183, 292)

Span of control refers to the number of employees who are directly supervised by one person (p. 27)

Specialist a person who masters or becomes expert at doing a certain type of work (p. 26)

Spreadsheets financial planning tools that perform mathematical calculations and are used by businesses large and small (p. 501)

Spyware software that is used for the sole purpose of tracking and recording computer actions (p. 47)

Standing plans rules, policies, and procedures that remain in effect within the organization (p. 19)

Storage holds data, instructions, and information for *future* use (p. 496)

Strategic planning process involves defining an organization's mission, setting its objectives, and developing strategies that will enable it to operate successfully in its internal and external environment (p. 17)

Strategy detailed plan (p. 48)

Stress any external stimulus that produces wear and tear on a person's psychological or physical well-being (p. 320)

Structured interview questions questions that ask job applicants to tell about themselves and their experiences that qualify them for the job (p. 159)

System a group of parts that are interrelated in such a manner that they form a unified whole and work together to meet a defined need (p. 110)

Systems approach to training emphasis on formulating instructional objectives, developing learning activities to meet those objectives, establishing performance criteria to be met, and evaluating the results of training (p. 168)

T

Tablet PC a special type of notebook computer that combines the features of a traditional notebook computer with the simplicity of pencil and paper (p. 488)

Task lighting illuminates the work surface (p. 365)

Task-force groups groups that usually focus on a specific issue, meet a few times, and then disband (p. 306)

Technology an aid to making a task easier by using equipment and procedures to create, process, and output information (p. 115)

Telecommunications the transfer of data from one place to another over communication lines or channels; includes the communication of all forms of information, including voice and video (p. 444)

Telecommuting a work arrangement in which employees work away from a company's standard workplace, and often communicate with the office using telecommunications and computer technology (p. 98)

Teleconferencing a method of conducting telephone conference calls among three or more people in different locations (p. 293)

Terabyte (TB) one trillion bytes (p. 496)

Termination a request for an employee to leave a job (p. 196)

Theory created when sets of principles are grouped into a general framework that explains the basic relationship among them (p. 24)

Theory X includes assumptions that people generally dislike work, lack ambition, and work primarily because they need to have money to live (p. 260)

Theory Y assumes that work is as natural as rest or play, and that workers will accept responsibility when self-direction and self-control can be used to pursue valued objectives (p. 261)

Theory Z emphasizes on long-range planning, consensus decision-making, and strong mutual worker-employer loyalty (p. 261)

Theory Z management the attitude of Japanese management toward work and workers (p. 12)

Toner powdered ink used in a laser printer (p. 495)

Total compensation package includes direct compensation and indirect compensation (p. 186)

Training intended to improve individual work performance by equipping people with the knowledge, skills, and attitudes they must possess to be successful in their work (p. 167)

Train-the-trainer workshops teach peer experts how to teach using interactive and instructional skills; can be conducted by trainers within the organization or by contracting with an outside training source (pp. 169–170)

Transactional employment employees continuously develop their skills to allow them to move from one employer to another (p. 102)

TrueType (TT) fonts crisp text output that rivals professional printing, and they can print clear color graphics, presentations, and photographs (p. 494)

Turnover workers leaving their jobs in the business world (p. 176)

U

Undue hardship an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources, and the nature and structure of its operations (p. 136)

Unemployment compensation unemployment insurance; provides unemployed workers with benefits from a fund of payroll taxes imposed on employers (pp. 187–188)

Unified messaging systems give users a convenient way to retrieve their e-mail, voice mail, and fax messages (p. 427)

Union contract usually specifies wages, benefits, work rules, and other workplace procedures (p. 201)

Unity of command reporting to one supervisor (p. 26)

Upward communication feedback of data or information from lower levels of the organization to upper-management levels (p. 288)

Username the user identification given to you by the network system administrator (p. 450)

V

Value-driven company one that consistently produces a high-quality product or service, treats employees with respect, and has demonstrated ways in which it incorporates the values it holds into the fabric and culture of its business (p. 230)

Values fundamental beliefs or principles that are important to an individual (pp. 48, 230)

Videoconferencing a method of conferencing in which people at different locations can see and hear one another and also communicate via computer, where one-way or two-way TV supplements the audio channel (p. 294)

Virtual assistant an independent entrepreneur who offers business support services in a virtual environment (p. 114)

Virtual company (workplace) where work is performed outside of a defined place (p. 112)

Virtual coordinator (VC) someone who can adapt quickly and without hesitation, step in when needed, and be able to access information immediately—whether it's electronically retrieved from the company's data storage system or researched on the Internet (p. 66)

Virtual organizations collaborative networks that make it possible to draw on vital resources as needed, regardless of *where* they are located physically and regardless of *who* "owns" them—supplier, worker, or customer (p. 112)

Virtual teams usually formed when geographical separations can't be bridged (p. 310)

Virtual work primarily the manufacture, retail, and distribution of *intellectual* property, or work that is produced with the mind (p. 112)

Virtual work force a work force where work is performed outside of a defined place (p. 113)

Virus a potentially damaging program that affects, or infects, a computer negatively by altering the way the computer works, without a user's knowledge or permission (p. 452)

Visual ergonomics the interaction of your vision with the task that you are performing (p. 381)

Voice mail a sophisticated, computerized telephone answering system that digitizes incoming spoken messages, stores them in the recipient's voice mailbox, and then reconverts them into spoken form when retrieved; also known as *voice messaging* (pp. 292, 424)

Voice recognition software converts speech directly into text on the computer screen (p. 505)

Voice-activated technology lets user apply a few simple voice commands to open and close applications and hear the contents of his or her contact list, calendar, task list, and inbox (p. 505)

W

Wage survey first step in a salary compensation policy where internal and external data is gathered and analyzed (p. 185)

Wide area network (WAN) a type of network that covers a large geographic area, such as a city, a country, or the world (p. 447)

Win-lose negotiating strategy assumes that one side will win by achieving its goals and the other side will lose (p. 317)

Win-win negotiating strategy assumes that a reasonable solution can be reached that will satisfy the needs of all parties (p. 318)

Wireless keyboard uses infrared signals so it isn't tethered to the rest of the system by a cable (p. 493)

Wireless network connects a desktop transmitter to a DSL or cable modem; also called Wi-Fi (p. 452)

Word processing software allows users to create, edit, format, print, and save letters, reports, and other text documents with ease and efficiency (p. 501)

Work/life boundaries the goal of workers to perfectly balance responsibilities on the job with responsibilities at home (p. 43)

Workaholic a compulsive worker (p. 215)

Worker Adjustment and Retraining Notification Act (WARN) offers protection to workers, their families, and communities by requiring employers to provide notice 60 days in advance of plant closings and mass layoffs (p. 198)

Workers' compensation laws that protect employees and their families from permanent loss of income and high medical payments as a consequence of accidental injury, illness, or death on the job (p. 188)

Workflow the movement of information from person to person within an organization (p. 368)

Workplace literacy involves the ability to use words clearly and communicate with brevity and accuracy as those actions relate to employability and skill requirements for a particular job (pp. 69, 116)

Workplace violence any physical assault, threatening behavior, or verbal abuse occurring in the work setting (p. 388)

World Wide Web, WWW, or **Web** consist of worldwide collection of electronic documents (web pages) that have built-in links to other related documents (p. 464)

Worm a malicious-logic program that resides in active memory and copies itself repeatedly (p. 454)

Wrongful termination refers to a person being fired when he or she shouldn't have been (p. 197)

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