

MANAGEMENT PROCESS

II. ORGANIZING

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How to define... ??

Organizing:

Process of *determining the activities* to be performed, *arranging* these activities to administrative units, as well as *assigning* managerial *authority* and *responsibilities* to people employed in the organization.

Importance of organizing

- Focus on, and facilitate the *attaining of, objectives*.
- Arrangement of *positions* and *jobs* within the hierarchy.
- Define *responsibilities* and *line of authority* of all levels.
- Creating *relationships* that will minimize friction.

Basic elements of formal organizations

- ☞ Centralization and decentralization.
- ☞ Delegation of authority.
- ☞ Span of control (supervision).
- ☞ Division of service.
- ☞ Departmentation.

Basic elements of formal organizations

1. Centralization and decentralization:

I.e., the level at which ***most of the decisions*** are made within the organization.

Centralization

concentration of decision-making and action at ***high-level management***.

Decentralization

Consistent ***delegation of authority*** to the ***lower levels*** where the work is performed

Centralization

Advantages

1. Provide Power and prestige for manager.
2. Promote uniformity of policies, practices and decisions.
3. Minimize duplication of function is.
4. Minimal extensive controlling procedures and practices.

Disadvantages

1. Neglected functions for mid. Level, and less motivated bedside personnel.
2. Nursing supervisor functions as a link officer between nursing director and first-line management.

Decentralization Advantages:

- Raise morale and promote interpersonal relationships.
- Relieve from the daily administration.
- Bring decision-making close to action.
- Develop Second-line managers.
- Promote employee's enthusiasm and coordination.
- Facilitate actions by lower-level managers.
- Improves coordination, especially for services.

Decentralization

Disadvantages:

- Top-level administration may feel it would decrease their status.
- Managers may not permit full and maximum utilization of highly qualified personnel.
- Increased costs. It requires more managers and large staff.
- It may lead to overlapping and duplication of effort.
- It may lead to lack of uniformity and lowering of standards in decision-making.
- Emergency decision may not be possible.

Basic elements of formal organizations

2. *Delegation of authority.*

Delegation:

Process of **assigning work** from a **top** organizational level to a **lower** one or from **superior** to **subordinate**, and giving that person the **authority** to accomplish them.

A downward flow of authority from **HIGHER** level in the organization to **LOWER** level.

The delegation process

- Allocation of *duties*.
- Delegation of *authority*.
- Assignment of *responsibility*.
- Creation of *accountability*.



Accountability: subordinates must be held answerable to their carried out duties.

Factors determining degree of authority delegation:

- *Organization's size.*
- *Importance of duty or decision.*
- *Task complexity.*
- *Organizational culture.*
- *Qualities of subordinates.*

Main principles of delegation

Responsibility
can *not* be
delegated.

Authority and
responsibility
should be in *equal*
proportion.



Barriers to successful delegation

- Lack of superior's ability to *direct* the subordinates.
- Lack of *confidence* in subordinate.
- Absence of *control*.

Major causes of managers' refusal to delegate

- Tendency to *do things* personally.
- Desire to *dominate* the knowledge, information, and/or skills.
- Unwillingness to *accept risks* of wrongs.

Reasons for subordinates' avoidance of accepting delegation

- ☞ Decision-making is a hard mental work, and people seek ways of **avoiding** it.
- ☞ Fear of criticism for mistakes.
- ☞ Lack of necessary **information** and **resources** to do a good job.
- ☞ **Overload** of work.
- ☞ Positive **incentives** may be inadequate.

How to define... ??

Authority :

The ***right*** to take final decisions, to act or to command action of others.

It moves in a ***downward*** direction.



Types of authority

- ☞ *Ultimate authority.*
- ☞ *Legal authority.*
- ☞ *Technical authority.*
- ☞ *Operational authority.*



How to define... ??

Responsibility:

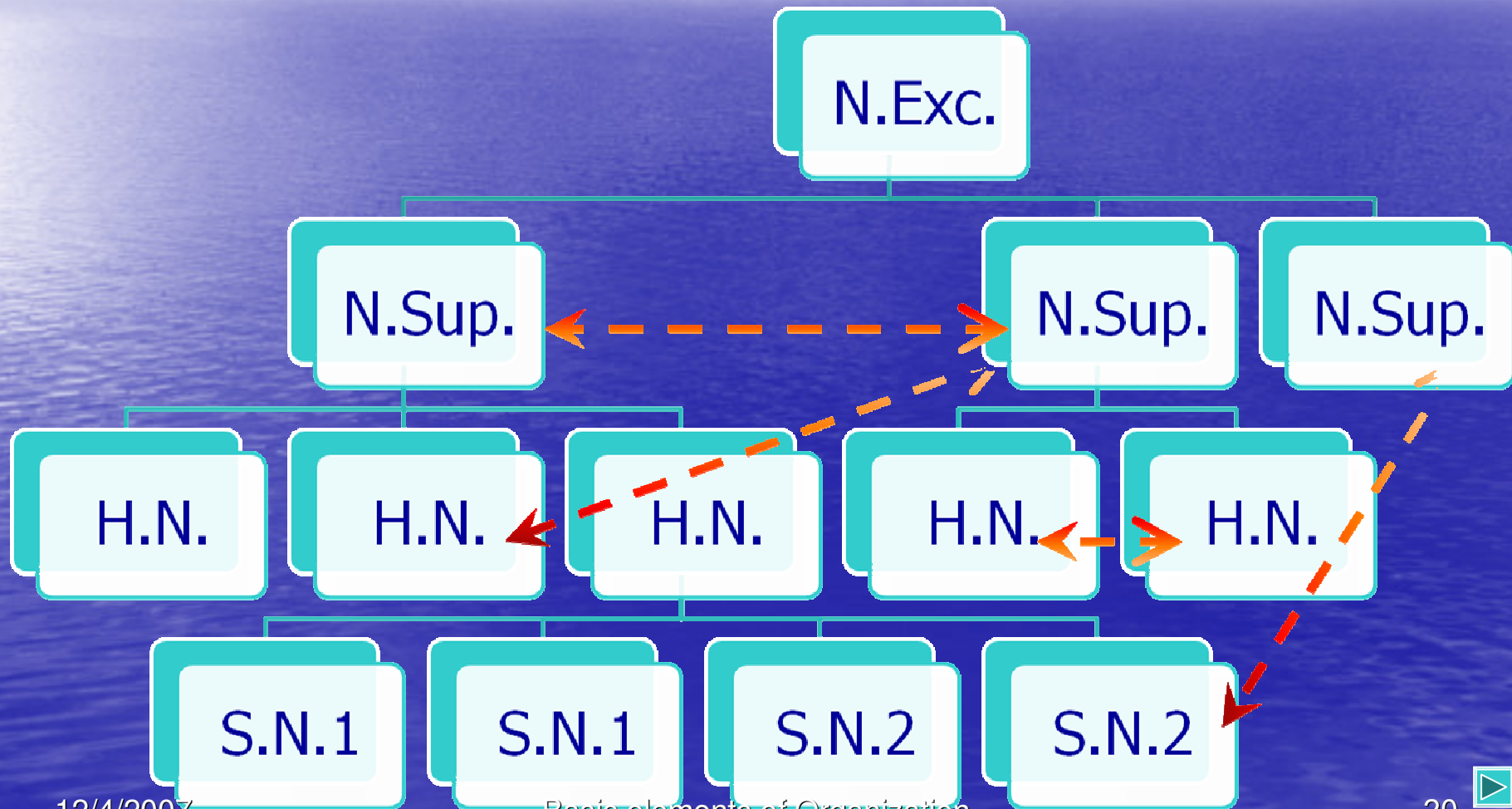
The obligation involved when one accepts an assignment.

It ***cannot be delegated***, it may be ***continued*** or it may be ***terminated*** with the accomplishment of a single action.

Types of organizational relationships

- **The line relation**  presents levels of hierarchy, superior-subordinate relationships, and provides the framework for the organization. it is showed by a **solid** line in the organizational chart
- **Staff relation**  has **no command**, personnel have only the right to **advise, assist, support** those in the line authority in the performance of their duties, it is showed by a **dotted** line in the organizational chart.

Line & Staff Relationships



3. Span of Control:



Number of subordinates that can be ***adequately supervised*** by one supervisor.

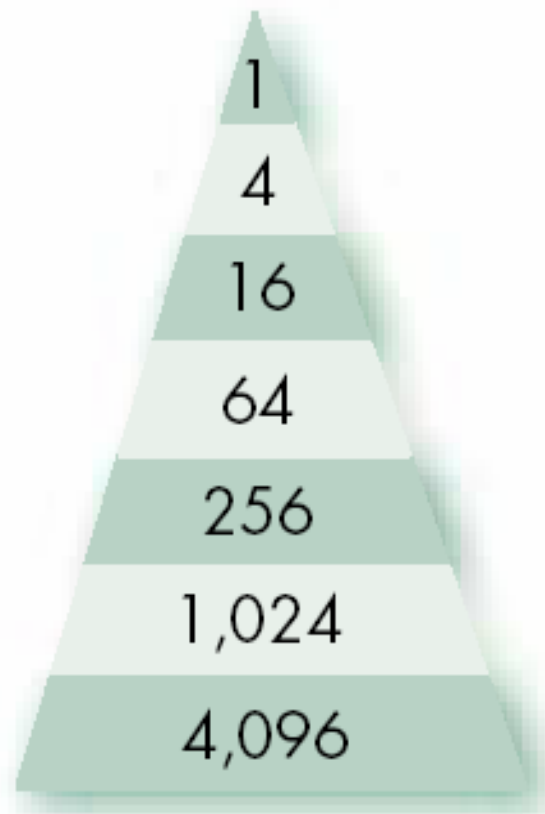
Members at each level

(Highest)

↑
Organizational level
↓

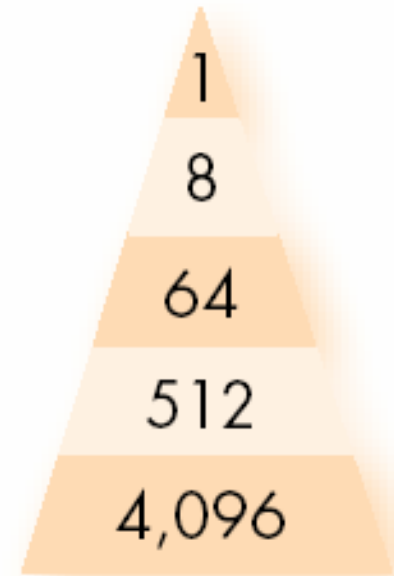
1
2
3
4
5
6
7

Assuming
span of 4



Span of 4:
Operatives = 4,096
Managers (Levels 1–6) = 1,365

Assuming
span of 8

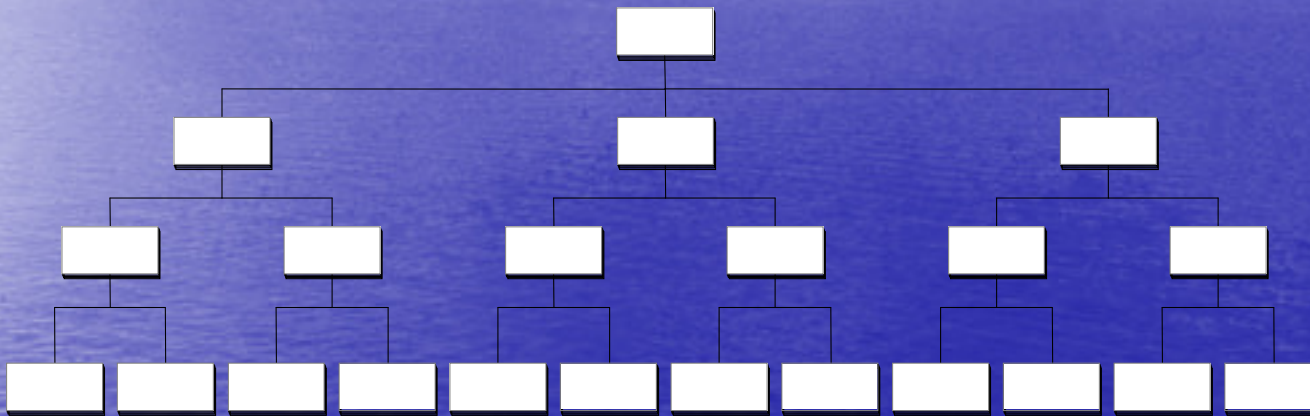


Span of 8:
Operatives = 4,096
Managers (Levels 1–4) = 585

Dimensions of span of control

- Narrow span of control.
- Wide span of control.

Narrow span of control.



*The manager supervises a **small**
number of workers*

Narrow span of control.

Advantages:

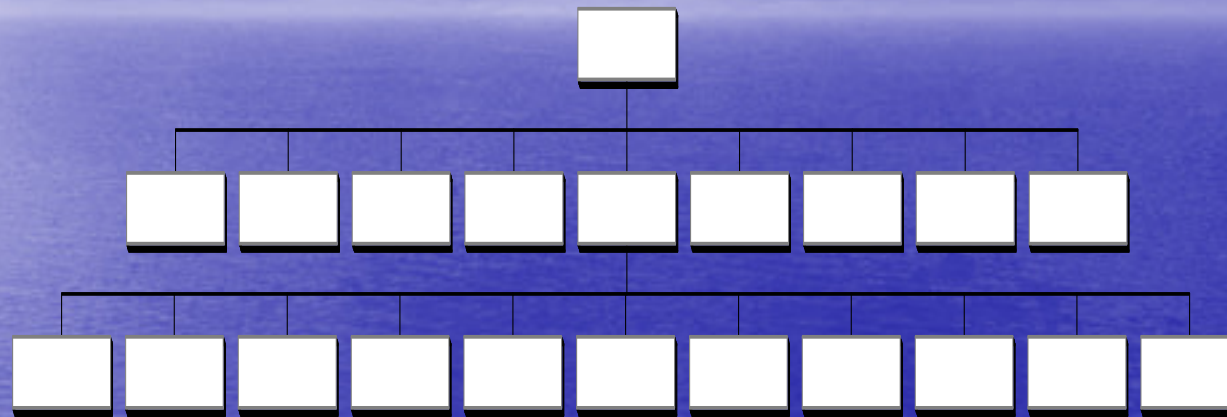
- Close supervision.
- Close control.
- Fast communication between subordinates and superiors.

Disadvantages:

- Superiors tend to get too involved in subordinates' work.
- Many levels of management.
- High costs due to many levels.



Wide span of control



The manager supervises a large number of workers

Wide span of control

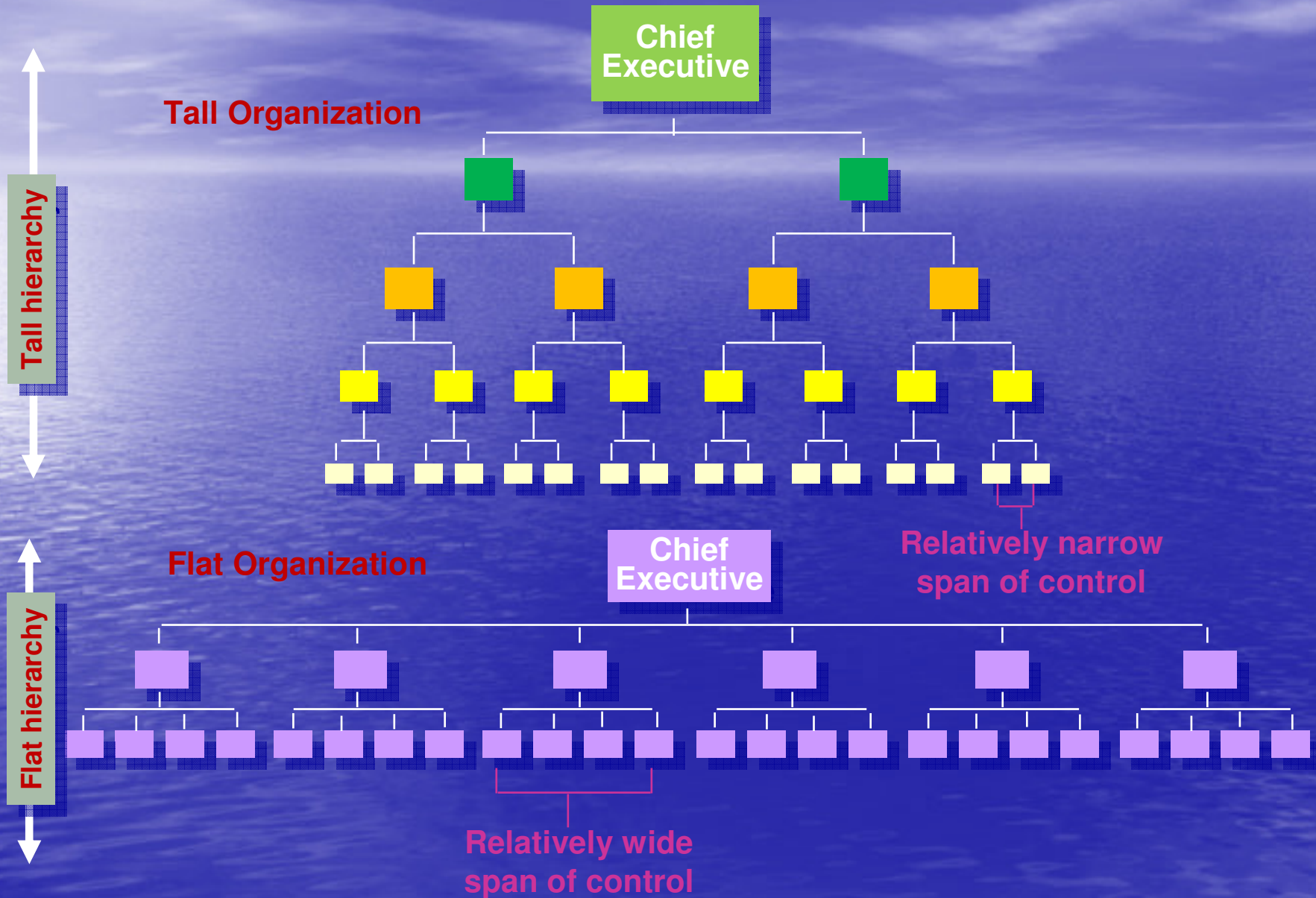
Advantages:

- Superiors are forced to delegate.
- Clear policies must be made.
- Subordinates must be carefully selected.

Disadvantages:

- Tendency of overload superiors to take most or all decisions.
- Danger of superior's loss of control.
- Requires exceptional quality of managers.

Tall versus Flat Organizations



Factors determining the span of control

- The ***competence*** of both the supervisor and the subordinate.
- The ***degree of interaction*** between the units or personnel being supervised.
- Other ***duties of the top manager***. Lower-level managers have a wider range of span than top-level manager.
- The ***similarity or dissimilarity*** of activities being supervised.

Factors determining the span of control

- **The incidence of new problems in the unit.**
- **Availability of plans of work, policies and standardized procedures.**
- **The degree of physical distribution.**
- **The nature of work (stability, complexity, etc...).**



Basic elements of formal organizations

4. *Division of service*

Dividing large activities to be distributed among several people.

Advantage:

- Allow an employee to master a task with a maximum skill, a minimum time and effort.

Disadvantages:

- Creates many different, narrow jobs, which need effective managerial coordination.
- Human problems have been created from division of service, fatigue and stress, and which lead to less quantity and quality of work, increased absenteeism and higher turnover



Basic elements of formal organizations

5. *Departmentation*

Types of Departmentation:

- *by services.*
- *by time.*
- *by degree of acuteness of illness.*
- *by function.*
- *by location .*
- *by patient*

ANY
QUESTIONS

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