



Management of NURSING Services & Education



BT Basavanthappa

SECOND EDITION



JAYPEE

Management of Nursing Services and Education

SECOND EDITION

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JAYPEE BROTHERS MEDICAL PUBLISHERS

The Health Sciences Publisher

New Delhi | London



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Management of Nursing Services and Education

First Edition: 2011

Second Edition: 2020

ISBN: 978-93-89776-41-6

Printed at

Preface to the Second Edition

It gives me immense pleasure and satisfaction to introduce the Second Edition of *Management of Nursing Services and Education* to nursing community. In offering this text, I remain grateful to the readers who supported all my 25 titles on Nursing and who have provided their constructive feedback as well as encouraging comments.

Nurses are challenged to take part in the management of health care delivery system as they are the major driving forces to the system.

The professional nurses often assume the roles of leaders and managers. These two roles are often linked together; that is, managers must have leadership abilities and leaders will often manage but the two roles are uniquely different.

Nurses are role models to all who interact with them, clients, nursing colleagues, nursing students, physicians, health professionals, and members of the community. The ability to advocate for the client is linked to the nurse's leadership ability. Leadership activities may not only be related to professional practice but may also include the application of nursing knowledge to personal concerns. Nurses as members of the community provide leadership in matters related to health because of their special knowledge of risk factors and health promotion behaviors.

The nurses assume management functions in several ways. As a manager and provider of client care, a nurse coordinates with the various health professionals who provide service to the client, including those in X-ray, pharmacy, respiratory therapy, social work, physical therapy, occupational therapy, etc. A nurse may also assume a situational role of manager as head nurse, nursing supervisor, and so on. In this management role, a nurse directs and evaluates the nursing and non-nursing staff members.

Keeping these views in mind, this book is designed to provide students with the knowledge and skills to practice in the area of management and nursing services and education. It has been written in accordance with the needs of existing curriculum prescribed for the nursing courses at degree level. The information provided is based on establishment knowledge and practices. Every attempt has been made to maintain simplicity and lucidity of language and style.

I am aware of manifold reasons for the errors might have crept in the text. I shall feel obliged, if such errors are brought to my notice. I sincerely welcome constructive criticism from readers that would help me enrich myself and good suggestions will be incorporated in the next edition.

I hope, this book will add a growing understanding of management of nursing services and education.

BT Basavanthappa

Contents

| | |
|---|-----------|
| 1. Introduction to Management in Nursing | 1 |
| Definition, Concept and Theories | 1 |
| Concept of Management and Administration | 3 |
| Principles of Administration | 8 |
| Principles of Management | 10 |
| Elements of Administration/Management | 11 |
| Theories of Management | 12 |
| Modern Management Theories | 30 |
| Need for Management in Nursing | 32 |
| Techniques of Management | 34 |
| Functions Management | 39 |
| Role of Nurse as Manager | 49 |
| 2. Planning | 51 |
| Definitions of Planning | 52 |
| Nature and Principles of Planning | 52 |
| Planning Process in Health Services | 58 |
| Skills Needed for Planning | 60 |
| Decision-making Process in Nursing | 65 |
| Decision-making Tools | 66 |
| 3. Organizing | 76 |
| Definitions of Organization | 76 |
| Environment of an Organization | 78 |
| Nature of Organization | 80 |
| Importance of Organization | 81 |
| Theories of Organization | 83 |
| Principles of Organization | 90 |
| Steps in Organization | 97 |
| Types of Organization | 99 |

| | |
|---|------------|
| Trends in Organization Structures | 103 |
| An Analysis of Organization Structure | 105 |
| Organization Structure in an Era of Information Technology | 107 |
| Organizational Structure in Nursing | 109 |
| Decision Making within the Organizational Hierarchy | 113 |
| Stakeholders | 113 |
| Limitations of Organization Charts | 116 |
| Advantages of Organization Chart | 117 |
| Disadvantages of Organization Chart | 117 |
| 4. Staffing | 118 |
| Staffing Policies | 121 |
| RoleS and Functions of Manager in Staffing | 125 |
| Philosophy of Staffing in Nursing | 127 |
| Objectives of Staffing in Nursing | 127 |
| Recruitment Process | 128 |
| Sources of Recruitment | 129 |
| A Guide to Staffing Nursing Services | 132 |
| Staffing in Hospitals and Community Setting | 136 |
| Staffing Formulas/norms | 138 |
| Workload Measurement Tools | 140 |
| 5. Human Resource Management | 149 |
| Definitions of Human Resources Management (HRM)/Or Personnel Management | 149 |
| Objectives of Human Resource Management | 150 |
| Key Operations According to the Functions and Objectives | 154 |
| Manpower Planning | 156 |
| Determining the Number of Personnel | 165 |
| Health Manpower Planning | 168 |
| Health Manpower Management | 169 |
| 6. Budgeting | 190 |
| Significance of Budget | 191 |
| Purposes of Budget | 193 |
| Prerequisites of Budget | 193 |
| Features and Importance of Budget | 196 |
| Principles of Budget | 196 |
| Types of Budgets | 197 |
| Approach to Budgeting | 198 |

Advantages and Disadvantages of Budget 200
 Classification of Budget 201
 Trends in Budgeting 201
 Budget in Health Care Systems 202
 Budgeting Process 203
 Terms used in Budgeting 205
 Audit 207
 Role of the Nurse Manager in Budgeting 209
 Costing Out Nursing Services 212

7. Directing

215

Motivation 216
 Role of Manager in Motivation 238
 Leadership 241
 Types of Leadership 258
 Emotional Intelligence and Leadership 264
 Leadership and Management 264
 Leadership in Management of Nursing Service 265
 Effective Leadership Style 265
 Qualities of a Nursing Leader 265
 Leadership Styles 266
 Communication 273
 The Impact of Technology on Contemporary Organizational Communication 300
 Barriers to Communication 301
 Group Communication 303
 Group Dynamics 304
 Applications of Group Dynamics in Nursing Management 309
 Supervision 311
 Organizational Culture 318

8. Controlling

321

Quality 321
 Purposes of Quality 322
 Quality Control 324
 Standard as a Device for Quality Control (QC) 328
 Audit as a Tool for Quality Control (QC) 329
 Quality Management 331
 Total Quality Management (TQM) 332
 Nursing Audit 336

- Nursing Standards 339
- Nursing Care Standards in Ward Management 344
- Quality Improvement 348
- Quality Assurance 356
- Peer Review 361
- Quality Circles 362
- Risk Management 366

9. Management of Nursing Services in the Hospital and Community

369

- Introduction to Hospital 369
- Definitions of Hospital 369
- Philosophy of the Hospital 370
- Objectives of the Hospital 371
- Scope of Hospital 371
- Evolution of Hospitals in India 372
- Classification of Hospitals 373
- Hospital Utilization 375
- Hospital Departments 377
- Planning Job Requirements and Job Descriptions of Hospitals 385
- Deciding Work Load Ratios and Personnel Strength in Various Departments 389
- Policy, Rules and Regulations of Hospital 394
- Hospital Infection Control 398
- Nursing Service Administration 403
- Planning for Hospital Nursing Service 404
- Basis for Philosophy of Nursing 407
- Philosophy of Nursing Service in Hospital 410
- Nursing Service Administration Unit 411
- Goals and Objectives of Nursing Service Department 418
- Organization and Management of Nursing Service Unit 419
- Factors Influencing Ward Management 422
- Modes of Organizing/Nursing Care Delivery System 425
- Planning: Emergency and Disaster Management 436
- Nursing Supervision 438
- Application of Management Concepts for Nursing Service in Hospital 446
- Role of Chief of Nursing Service in Hospital 450
- Evaluation of Nursing Service 452
- Performance Evaluation 454
- Personnel Management in Nursing 470
- Material Management in Nursing 473
- Financial Management in Nursing 486

Budgeting in Hospital 488
 Reporting and Recording 499
 Documentation System 509

10. Organizational Behavior and Human Relations

531

Definition 531
 Objectives of Organizational Behavior 531
 Factors Influencing Organizational Behavior 532
 Characteristics of Organizational Behavior 532
 Basic Concepts of Organizational Behavior 532
 Role of Organizational Behavior in Organization 534
 Organizational Behavior System 534
 Interpersonal Relationship and Human Relations 535
 Barriers to IPR and Measures to Overcome 543
 Human Relations 544
 Employees Unions 560
 Associations 561
 Public Relations 562
 Nurses Role in Improving Hospital Public Relations 564
 Public Relations in the Context of Nursing 564

11. Staff Development (In-service Education)

565

Need for Staff Development 565
 Philosophy of Staff Development 566
 Importance of Learning 567
 Principles of Learning 568
 Motivation and Learning 569
 Training 570
 Functions of Staff Development Program 577
 Staff Development Model for Goal Achievement of the Health Care Agency,
 the Nurse and the Nursing Profession 578
 Types of Staff Development 580
 Need for Continuing Education in Nursing 581
 Administrative Structure of a Staff Development Program 582
 In-Service Education 584
 Adult Education 588
 Roles and Functions of Manager in Staff Development 592
 Training Methods and Techniques 592
 Procedure for Training 598

12. Management of Nursing Educational Institutions

- Aims and Objectives of Educational Administration 614
- Elements of Educational Administration 615
- Principles of Educational Administration 618
- Functions of Educational Administration 619
- Review of Educational Administration in Nursing 621
- Organizational Pattern of Educational Institutions 623
- INC Norms for Educational Institutions 624
- Philosophy of Nursing Education 624
- Nursing College Administration/Management 626
- INC Guidelines for Establishing College of Nursing 636
- Physical Facilities 637
- Hostel Facilities 640
- Residential Accommodation 641
- Staffing Pattern of College of Nursing 642
- Other Staff (Minimum Requirements) 644
- Clinical Facilities 645
- INC Guidelines for Establishing School of Nursing 648
- Physical Facilities 648
- Teaching Block 650
- External Lecturers 654
- Clinical Facilities 655
- Nursing School Administration: School of General Nursing 657
- Accreditation 658
- Organization of College of Nursing 660
- Organization of School of Nursing 661
- Records, Registers and Reports in College of Nursing/School of Nursing 662
- Various Committees in Nursing Educational Institutions 663
- Recognition, Affiliation and Accreditation 665
- Criteria for the Appraisal of Nursing Colleges 666
- Guidelines for Nursing Legislation 671
- Management of Faculty 674
- Selection and Recruitment of Faculty 675
- Orientation Program 675
- Staff Development Programs 676
- Role of Principal in Staff Development 676
- Staff Welfare 677
- Teaching Competencies 677
- Teacher Evaluation 678

| | |
|---|-----|
| Significance of Teacher Evaluation | 678 |
| Component and Purpose of Teacher Evaluation | 679 |
| Qualities of Effective Teachers | 679 |
| Indicators of Teacher Effectiveness | 679 |
| Types of Teacher Evaluation | 680 |
| Teacher Evaluation Strategies | 680 |
| Management of Students | 684 |
| Selection and Admission of Students | 684 |
| Understanding Profile of Nursing Students | 685 |
| Orientation of Students | 686 |
| Students Health Program | 687 |
| Organization of Guidance and Counseling Service in Nursing Institutions | 687 |
| Co-Curricular Activities | 688 |
| Cumulative Record | 689 |
| Admission Register | 689 |
| Transcript | 690 |
| Student Evaluation | 690 |
| Role of Principal in Monitoring Student's Progress | 691 |
| Role of Principal in Preventing Ragging | 691 |
| Role of Principal in Maintaining Discipline | 692 |
| Management of Curriculum | 693 |
| Management of Finance and Publicity of the Institution | 698 |
| Job Descriptions of Nursing Personnel | 708 |

13. Nursing as a Profession **726**

| | |
|--|-----|
| Nursing as a Profession | 729 |
| Characteristics of Professionalization | 733 |
| Nursing Fulfil Criteria of Profession? | 737 |
| Professional Nursing | 739 |
| Current Issues in Nursing Services | 749 |

14. Legal Aspects of Nursing **765**

| | |
|--|-----|
| Meaning of Law | 765 |
| The Patient | 768 |
| The Indian Penal Code and Medical Practice | 778 |
| Components and Characteristics of the Legal Process | 783 |
| Legal Responsibilities of Nurse | 790 |
| Points to be Kept in Mind by Nurses Regarding Legal Issues | 802 |
| Ethical Aspects of Nursing | 805 |

15. Professional Advancement

813

- Scope of Practice 813
- Standards of Nursing Practice 814
- Roles of the Professional Nurse 815
- Continuing Education 819
- Career Development 820
- Organization's Responsibility for Career Development 825
- Collective Bargaining 826
- Professional Organizations 831
- International Nursing Organisation 833
- National Nursing Organization in India 835
- State Nursing Council 837

Index

839

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Organizing

DEFINITIONS OF ORGANIZATION

Organization is the form of every human association for the attainment of common purpose and the process of relating specific duties or function in a whole. —*JD Mooney*

Organization is the process of combining the work in which individuals and groups have to perform with the faculties necessary for its execution. So that the units so formed provide the best channels for efficient, systematic, positive and coordinated application of the available effort. —*Olive Sheldon*

Organization is a system of cooperative activities of two or more persons. —*Chester I Bernard*

Organization consists of the relationship of individual to individuals and groups to groups which are related as to bring about an orderly division of labor. —*Pfiffner*

An organization is a combination of necessary human beings, equipments, facilities and appurtenances, materials and tools assembled in some synthetic and effective coordination in order to accomplish some desired and designed objective. But when one speaks of the organization, reference is usually to the body of persons who have been brought together to carry on the enterprises and who are being taught up as an entity. —*O Tead*

Organization is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and responsibilities. —*L White*

Organization structure is a pattern of interrelated posts connected by line of delegated authority. —*Milward*

Organization refers to the structure developed for carrying out the tasks entrusted to the chief executive and his administrative subordinates on government. —*M Mark*

...by formula organization, we mean a planned system of cooperative effort in which each participant has a recognized role to play and duties and tasks to perform. —*Simon*

Organization is the process of identifying and grouping the work to be performed, specifying the work, defining and delegating the responsibility with authority to the personnel and establishing interpersonal relationships for the purpose of coordination of work so as to get the work done together effectively in accomplishing the objectives of the organization/institution/enterprise.

Organization may be defined as the process of translating the plan of an organization into action, which is specifically concerned with grouping, arranging and sequencing of various activities in terms of their interrelationship and similarity in nature.

Organization is a formal structure of authority through which work subdivisions are arranged, defined and coordinated for the defined objective.

—Luther Gullick

An organization is a combination of the necessary human beings, materials, tools, equipment, working space and appurtenances brought together in systematic and effective coordination to accomplish some desired object.

—J William Schulze (1919)

An organization does not exist in a vacuum. Organization exists in association with its environments which provide resources and limitations. An organization must continuously adopt to its environments which are constantly changing. All knew the organizations may either be temporarily (short lived) or long life (long lived). The short lived organizations have only immediate objectives and development for renewal is not very important. Such organizations have little concern for environmental factors. These organizations are simple, informal, and of unstable structures. The long life organizations have immediate attainable objectives. In these organizations the individual objectives are compatible with organizational objectives and elaborate hierarchy of subordinates and their goals.

The long lived organizations have a complex, formal and relatively stable structure. The objectives of long life organization are dynamic and changes in environment will bring changes in its objectives. The environment determines the range of organizations activities. The environment evaluates and determines the future resources and the constraint that will be placed on the organization. Following are the various fundamental elements of an organization.

1. People
2. Physical resources
3. Economic and market conditions
4. Attitude
5. Legal constraints

People: The very first element of an organization is its people. Unless people of the organization interact and do the assigned job, there would be no organization.

Physical resources: The manufacturing organization must have the raw materials to make their products.

Climate: The climate affects the location and operations of an organization.

Economic and market conditions: The governmental monetary and fiscal policies are of profound effects. Some environments emphasize individual capitalism or socialism or communism. During the depression periods the business may be hard pressed just to survive. Similarly change in the tastes of consumer affects the supply and services of the goods.

Attitude: At times its importance is not realised because of its intangible nature. The social, religious, political and cultural attitudes are of significant importance in an organizational environment.

Legal constraints: Laws are the rules under which an organization must operate. Laws are more in the background but they do influence directly the organizational activities.

ENVIRONMENT OF AN ORGANIZATION

Environment of an organization is a process by which the corporate management assisted by specialist try to identify the opportunities and risk in the environment in which an organization operates.

The identification always helps the management in planning alternatives for corporate planning. The environment is the pattern of all internal and external conditions that affect the survival and development of an organization. Because of the growth of science, technology, research and development activities, the organizational environments of the firm are rapidly changing. We not only have predictable changing environments but unpredictable turbulent environments. There is a greater degree of interdependence among the economic and other factors of society. The various environment factors such as economic, social, technical, legal are meshed together. Organization and environment can always interact in one of the three ways:

1. The organization influences and control the environment. This is termed as over active approach where terms are directed to environment.
2. The environment and organization adopt to each other. This is termed as the adoptive approach.
3. The clear-cut interaction between the organization and environment. It is always better for the organization growth and development that environments and organization interact with each other.

Internal Environment

Following are the factors leading to internal environments:

1. Forecasts of industry or institution and demand for expansion strategy
2. Efficiency of the firm vis-à-vis efficiency of the industry or institution
3. Competitors information
4. Consumer data for firm
5. Information related to their costs and profits
6. Physical location of the industry or institution (Hospital)
7. Labor-management relation
8. Morale of the people working in the organization
9. Team spirit

The internal environment factors are interconnected and change in one will bring change in another. Changes in internal and external environment are going in a planned or unplanned manner in every organization.

People knew that environment may be either internal environment (EI) or the external environment (EE). The following alternatives in which environments operate:

1. (EI) - (EE) : Internal control is more than external control.
2. (EE) - (EI) : The external control is more than internal control

3. (EE) – (EE) : All the controls are external
4. (EI) – (EI) : All the controls are internal

In case of more internal control there will be more leverage with the management to control the environment. In case of more external control there will be less leverage and in case of total external control there will be no leverage at all. In order to overcome certain undesirable effect of the environmental factors the organizations capability to anticipate and absorb the changes are must.

Scanning of the environment is very important in case of turbulent environments. Scanning is an interdisciplinary in nature. Scanning group must have ethical philosophy. Ethical and unethical is a relative and study of this is to influence environment. It is important to know whether we are doing it consciously or unconsciously. The value of the chief executive is very important because decision-making does not lie with the scanning group. Thus top management judgment can best be replaced by any scanning group. The scanning group has to find out what will be the implication of each decision. In an organization the scanning group should be given enough freedom to operate in the organization. The scanning group works mainly for the corporate management for various operational areas such as Marketing, Finance and Production. In an organization, one of the important thing is that it must expand and diversify so as to meet the aspirations of its members otherwise there will be internal frustration among the members. A study among the executives a leading public limited organizations which was known for its professionalism showed a certain amount of dissatisfaction among them. Immediately the job was taken up by the study group to find out whether it was because of lack of communication or because of cultural change. It was found that there was a need to create a feeling of group dynamics. The analysis showed that dissatisfaction was more at the top level executives. One of the reason was that they have risen from one of the functional areas and were not able to appreciate the problems of other functional areas.

The scanning group if have the capability to anticipate the changes in the internal environment through data collection better forecasting and long range planning then most of the internal problems of the organization can be foreseen well in advance and the suitable measures can be taken to overcome these problems.

External Environment

The main aspects of the external environment in an organization could be classified as:

i. Political Stability: Politics is an art based on certain understanding. Political stability is of great importance to a manager. In case of stable political situation, a business manager deals with a known condition in making his plans. Under the unstable political condition it is difficult to forecast the environment.

ii. Government Control: Government control is of great importance to the organization. In a developing country like India following are a few controls:

- Classification of industries or Institutions or Hospitals
- Industrial Licensing Policy/Licensing policy of Hospital or Institutions
- Industrial Policy or National Health Policy
- MRTP Act
- Acts of Statutory Bodies of INC, MCI, NAAC, etc.

iii. Fiscal Policy: The closely related to the government control is the effect of Government and monetary policy.

1. Increasing and decreasing the existing taxes
2. Exempting small scale industries from certain restrictions to encourage their growth
3. Special investment offers.

iv. Economic: The national income plays a very important role in the purchasing power and hence in the demand for the various products of the organization. Following are a few important factors:

1. Economic disparity
2. Effective demand (it is the demand backed up by the purchasing power)
3. Pricing policy (it helps in monetary resource allocation)

The economic factors are very essential for the purpose of manpower planning and wage administration in an organization.

v. Technology: The basic object before a manager is to reduce the manufacturing costs. Therefore, the management must weigh the cost and benefits of new technology by considering the following factors:

- New process resulting cheaper and more efficient production or services
- Progress in R and D
- New products or services
- Machine product value or service value
- Value added concept
- Man machine balance

vi. Social Environments: Following are the factors affecting social environments:

- Social segments
- Cultural factors
- Social distance
- Cultural variations
- Social disparity.

vii. Ecological Environment: Following are the factors affecting ecological environments:

- Land pollution
- Water and air pollution
- Non renewal matters
- Sewage disposal.

Thus, no organization is functioning in a water-tight compartment but has to consider the social and ecological environments in order to function efficiently.

NATURE OF ORGANIZATION

The policy of plan having been decided, the near step is organization, and it is perhaps in this sphere that administration makes its greatest contribution. With a view to getting things done by others, management is required to pay attention on organizing personnel and their work. Organization provides the means of avenues along with which efforts are directed for making such joint efforts more productive, effective and fruitful results.

Organization is the process of dividing and combining the activities. It is the process of organization which finds the means, human and material to meet with situation foreseen. To do this, it is necessary to:

1. Make careful determination of what jobs are to be done and what workers are required to do them.
2. Assess the amount of materials, tools, and equipments needed for the accomplishment of the work.

Administration which carries the responsibility of accomplishing results through the effort of other people is concerned not only with the direction, but also with the development of people. The organization of work is very much a human affair, in which results, through visibly depending on materials and equipment, cannot be accomplished except by human effort. The purpose of organization is to unify that effort and a clear understanding of human relationship is necessary if the desired result is to be obtained. To achieve this, organization should have four 'P's which form the base for organization as follows:

P = Purposes, e.g. Health and FP, Post and Telegraph, Education, Defence, etc.

P = Process, e.g. Law, Personnel

P = Person target group, e.g. eligible couple
Downtrodden.

P = Place setting, e.g. Primary Health Center, Hospital.

These four 'P's are bases for organization; it reveals that this similarity may relate to four things, i.e. function or purpose, process, clientele or persons served, and area or place. Function means the major purpose to be achieved or the service to be rendered, i.e. health, defence, education, etc. Process is a technique or primary skill more or less of a specialized kind to provide service to public, i.e. medical, nursing, engineering, accounting, etc. Clientele means the body of persons served and it also occasionally serves as a basis for the organization of department. Area or place is territorial jurisdiction—consists of population to be served, e.g. an ideal primary health center is covering populations of 30,000 in India.

IMPORTANCE OF ORGANIZATION

1. Organization increases managerial efficiency in a number of ways. It provides the structure within which the functions of administration are performed.
 - It avoids delay, duplication or confusion in performance and remove, friction or rivalry among personnel.
 - Analysis of objectives of institution provides all pertinent activities.
 - Activities in turn are allocated to particular individuals.
 - Assignment of fixed duties helps to add certainty and promptness in their work.
2. Organization ensures an optimum use of human efforts through specialization and also makes use of all resources, determines needs for innovative and new technologies in terms of cost effectiveness and accomplish objectives.
 - Details job specification helps for right persons are placed in the right position on the basis of their knowledge, skill and experience.
3. Organization places a proportionate and balanced emphasis on various activities.
 - Money and efforts can be spent proportionately with the importance of activities.

4. Organization facilitates coordination in the enterprises.
 - Different departments and section, positions and jobs functions welded together by structural relationship of the organization.
5. Organization provides scope for training and developing managers. Encourages individuals growth and development of personnel according to individual potentials through job enrichment, training and participation.
6. Organization helps to consolidate growth and expansion of the enterprise/institution. It helps in growth and development of the establishment, in planning for need based change through appropriate division and allotment of works.
7. Organization invites creative and innovative ideas to working through adopting human relations approach.
8. Organization prevents the growth of laggards, wirepullers, intriguers or other forms of corrupters.
9. Unsound organization becomes the breeding ground of corruption, dishonesty and such odd things.

Organization provides the framework within the managerial functions of planning, direction and control that take place for successful performance of operating work. Planning, direction and control can be of no avail without making the groundwork through the organizing function of management.

Organization is the vital part of administration. An organization structure is dynamic. It is people in their infinite variety occupying positions and interacting in prescribed ways to achieve a purpose. **The visualization of the organizational structure—the organization chart**—it helps to dispel the confusion deriving from the complexity of today's enterprises by allowing workers to see how their posts fit into the total work of the department and of the whole institution in meeting the known objectives and purposes.

A sound organizational structure prevents overlapping, because it remarks areas of responsibility, thus illuminating the gray areas accusing the overlapping and the possible consequent friction. It shows workers to whom they are specifically responsible and for whom they are responsible. The organization structure provides stability and balance for workers; thus making their efforts more purposeful and consequently satisfying.

Organization is not only a mechanistic structure of duties, activities and relationship, but it is as well a human organization consisting of diverse social group. Attitudes, aspirations, likes and dislikes of personnel play a great part in transferring the organization as an organ or productivity and creativity or in the alternative, simply as a device for mechanical assemblage of human efforts. Organization may encourage initiative and sense of duty on the part of personnel or it may stifle them. Division of activities and spelling out of individual duties may either facilitate the growth of human faculties or arrest such growth. Human factor must be taken into consideration in building an organization structure. Briefly the organization structure is designed for both mechanistic and humanistic point of view.

Units of Organization

Unit is the lowest or the smallest post or subdivision of a whole. The primary unit of the organization would be the post or the position. In administrative terms, the term 'unit' is used to indicate not only the smallest subdivision of organization but also the higher and larger formulation, such as the section, the division, the branch, the bureau and even the department.

There are mainly two units of organization, namely Line Unit and Staff Unit. The difference between the Line and the Staff Units is a qualitative or functional one, viz. the difference between

the executive and the advisory functions. The *Line Units* are executives, i.e. concerned with the operating or producing of the various service which the administration has to provide for the people while the *Staff Units* are those that advise or assist the line units in the performance of their work. Line units command, staff units only advise and help through planning, research coordination, supervision, etc. For example, Ministries of different departments are Line Units and their secretariats are Staff Units in India. Line Units may be departments (e.g. Health and Family Welfare) or independent regulatory commissions (e.g. Election Commission) or Govt. Corporations (e.g. Autonomous bodies). Staff Units may be general staff (e.g. IAS officer), technical staff (e.g. Director of Health and F W Service) and auxiliary staff (e.g. all other skilled or trained staff).

THEORIES OF ORGANIZATION

Evolution of management thought can be divided into three broad classification as given under:

1. The Classical Theory of Management

It can be identified into three streams of thoughts. These are:

- i. Bureaucratic Model introduced by Max Webber
- ii. Scientific Management introduced by FW Taylor and
- iii. Process Management by Henry Fayol.

2. Neo-classical Theory

It consists of two streams of thought viz. (i) Human Relations propounded by Elton Mayo and Roethlisberger (ii) Behavioral Sciences movements introduced by A Maslow; D Mc Gregor; F Herzberg and V Vroom.

3. The Modern Management

It consists of three streams of thought viz; (i) Quantitative Approach to management (ii) Systems approach to management by Venneth Boulding. Johnson; Cast, Roseu Zweig; CW Churchman, etc. (iii) Contingency approach by Johnson Woodward, Fielder, Lorsch and Lawrence.

Each of these management thought evolution have been discussed as under:

Classical Theory

The systematic study of management as a separate field of endeavor. It was Robert Owen and Charles Babbage who gave serious thought to the problems of management. It was Max Webber who introduced the Bureaucratic model. It was the emergence of first systematic management theory.

Robert Owen

Robert Owen was a scientific manager of his time and was greatly admitted for giving human treatment to the workers. He worked throughout his life for living up of a spirit of cooperation between the workers and the management. He is noted for the development of personal relations, improved conditions of employment, reform of working conditions.

Charles Babbage

Charles Babbage, the Cambridge professor of mathematics propounded that methods of science and mathematics could be applied to the operation of factories. He advocated that managers should take decisions through rigid investigation, to divide work into physical and

mental efforts, to determine the cost for every process and to pay a bonus to the workers in proportion to their efficiency. His contribution of significance are: (i) Cost accounting (ii) The Babbage calculating machine.

Management has always faced with the problem of selecting various concepts from all these areas and integrating them in the process of decisions-making regarding the major policies and day to day operations.

During the 19th century, the efforts of managers had been to cope up with their environments and to organize and operate in those environment. During the first one third of the country the attempt was to rationalize the way work was done. *The emphasis was to increase the productivity of the goods and services produced. After the World War II there was a considerable change in the working conditions of the working men. The working men began to demand that work environment should meet part of their social needs in addition to the basic needs. Then emerged the phase of human relations and the focus was on man's social needs and the way of meeting them to increase productivity. But in late 1960's it became clear that knowledge on which the management is based is no longer adequate even for the basic areas here emerged needs for new knowledge particularly referred to productivity organization structure, job design and management of people.*

Following are the nine important concepts highlighting the present concepts of management:

- Scientific management a key to productivity
- Decentralization for quicker decisions and better control
- Personnel management as a means of selecting people into organization
- Managers development programs to train managers how to meet the needs of tomorrow
- Management accounting—a foundation for managerial decision
- Marketing
- Long range planning
- Role of operational research in management decision-making
- Financial management for effective utilization of money resources in the organization.

Thus the process of development of management science can be studied under four heads:

- a. Taylor scientific approach to management
- b. Henry Fayol functional approach
- c. Modern human relation approach
- d. Behavioral science approach.

Neo-classical Theory

The Neo-classical Theory: It deals with the human factor. Mary Parker Follett, Elton Mayo and Roeth's Berges pioneered the human relations movement. In this new era, they proceeded on the framework of the classical thinkers but introduced many new elements, specially in the areas of leadership, group psychology, human relations and organizational integration. The neo classical theory anticipated some of the recent trends of evident in the behavioral approaches.

New thinking in behavioral science started with the development of need hierarchy by Abraham Maslow followed by the works of Fredric Herzberg, Douglas, Mc Greger, Renis Likert, Chris Argyris, Oliver Sheldon Kurt, Slivin Brown, Henry Dennison, Mooney and Reiley, Lyndall Urwick, RM Barues, Drucker, Brech and Lupton.

The essence of behavioral approach is the integration between the needs of employees and the goals of the organization. Behavioral science movement is regarded as a further refinement of human relations movement. It covers much wider aspects in interpersonal roles and relationships. Some of the important aspects of behavioral science approach are:

- Employee motivation
- Organization as a social system
- Leadership
- Communication
- Employee development.

Herzberg maintained that the working conditions should at least be kept at satisfactory level for preventing dissatisfiers the satisfiers must be introduced into the work itself for obtaining a high level of performance.

Modern Theory of Organization

The subject of the “modern theory of organization”, two obstacles present themselves. One is the difficulty of separating the modern from the traditional. The famous Hawthorne studies, for example, took place in the 1920’s and 1930’s, yet are closely related to current thought on organization and small groups. Chester Barnard’s book, *The functions of the executive*, appeared in 1938, but remains one of the two or three most influential books on modern management thought. Organization theory, like most other studies, has developed gradually, not in revolutionary leaps. The main focus is on two main developments. First the research on small groups and second, the theories of Herbert A Simon and his followers.

Current theories attempt to be “descriptive” rather than “prescriptive”. That is, they try to generalize about organizations as they actually operate, rather than to jump to conclusions about what is “good” organization. The “descriptive” theorists believe that a more adequate understanding of existing organizations must precede attempts to tell managers what they “ought” to do. Current theories are more explicit about underlying assumptions than traditional works. Current theories attempt to be “operational”. That is, they try to express their generalizations in a form that can be tested against observations.

Large organizations are composed of small groups, some of which are established formally while others develop spontaneously. Furthermore, some undertakings, for good or for bad, are placing greater reliance on committees and problem-solving groups.

The following summary of small group research will serve, however, as an introduction to some of the central findings and hypothesis. Why form groups in the first place? Do they contribute or detract from productivity? The answer depends on two considerations: the nature of the problem to be solved and the characteristics of the members of the groups.

- a. If the group consists of members with equal skill performing a simple task, group interaction with slow production. In this case, group interaction has little to contribute to performance of the task.
- b. If one member is more skilled, the group may be more productive than independent individuals because of the guidance of the skilled operator.
- c. If, however the task is so complex that the members do not recognize that some solutions are more expert than others, confusion may result. If the skilled operators can demonstrate the correctness of expert solutions, productivity increase; if not, there may be conflict.
- d. If the task is one of reaching a decision or solving a problem, rather than direct production, group effort has advantages and limitations. The pooling of ideas of members will bring in

points that might have been neglected. The members will have a sense of participation and may be more willing to carry out the decision. Nevertheless, groups consume time and tend to stress conformity rather than originality.

Suppose it has been decided to form a group. It is then necessary to determine its internal structure, including the communications network. Considerable work has been done measuring the effects of alternative networks. Let us consider a five man (A,B,C, D and E) group which can be organized in many ways. Experiments show that group can be organized as star network or circle network. The experiments with these two networks support the following conclusions:

- a. Output will be faster for the star network.
- b. Morale of members A,B,C,D and E will be higher in the circle network. Member C, however, will be more enthusiastic about the star because of his central position in that network.
- c. Member C will probably be leader in the star network. Any member can become leader in the circle; leadership may rotate in this case.
- d. The members may accept change more readily in the circle. If change is important, this advantage may offset the lower speed of the circle.

The circle is a more participate or equalitarian organization, providing greater membership control the outcome. It also provides more information to members on how well they are doing, thus contributing to greater job satisfaction:

Small groups are more than mechanical collections of individuals. To use a favorite expression of sociologists, group members “interact” with each other. Different patterns of interaction will influence the behavior of the group. One of the clearest illustrations of this point, one supported by the research study after another, is that groups tend to establish norms (goals, rules of behavior, concepts of right and wrong) which have an impact on individual attitudes and output. Whether we like it or not, most members frame their actions and decisions in terms of the views of others in the group. There is a considerable tendency to conform to an estimate of the group average, though this may be offset by a desire to demonstrate skill or to impress supervisors. Individuals may strive for success, but determination of what success is heavily influenced by group attitudes.

Members who do not conform to group standard may be classified as eccentrics or “rate busters”. No doubt some societies and some small groups are more tolerant of eccentrics than others, but the pressure to conform is difficult to resist. The group thus helps to set the pace of work. It influences the level of aspiration toward which the individual aims. Some studies, particularly the work of Homans, suggest that the increased interaction among group members increases “friendliness”. Unfortunately, casual observation raises doubts, this question calls for further research. The converse is more certain if individuals like each other, their group will be more cohesive and the group norms more powerful. It is true that interaction helps to clarify misunderstandings that arises from ignorance—many people do not respect the environment in which the work is unpleasant or unrewarding. A person may turn on those closest at hand. Furthermore, friendly communication can frequently impair the effectiveness of the group in reaching its goals.

Groups Morale and Productivity: In spite of the uncertainties about the findings, there can be little doubt that group interaction and group norms are of primary importance in determining the outcome of most kinds of activities. Managers may find it valuable to examine the impact that groups have on morale and productivity, provided that they are willing to avoid snap judgments or dogmatic generalisations in evaluating group processes.

A great deal of the small group research has been concerned with “democratic”, “authoritarian”, and “Laissez-faire” leadership patterns. The research of Lewin, the founder of a whole school of thought on “group dynamics”, seemed to demonstrate that “demonstratic” groups, in which members were permitted to work out their own problems with opportunities to consult with the leader, were the most effective. *An authoritarian atmosphere tended to reduce initiative, and to promote hostility or apathy.* In this case, research results in supporting the emphasis on group participation.

In more recent work on small groups, there is a growing recognition that group participation is not the only means of doing the job. Creative individuals may perform more adequately outside of group pressures. Some recent studies even suggest that there are occasions when direction from above will lead the group more effectively to the solution with less individual frustration. No doubt the emphasis on participation, and the emphasis of one way communication from above, has had a healthy effect on American industry in the last few decades, as far as the dignity of the employee is concerned. However, the group is not always superior to individual nor must every decision be discussed by a committee. The pervasive existence of hierarchies strong evidence that they perform a necessary function. There is little research to support the view that “leaderless groups” are the most effective way of accomplishing a task.

Breakdowns of Communication: The breakdowns of communication can have strong effects on groups and individual behavior. Without communication people develop a distorted view of what others are doing, and these views are likely to result in hostility. When people are organized in groups and communication breaks down among these groups the tendency toward hostility may be reinforced. If members of the group imagine a “threat” from the outside and it is easy for human beings to fall into this pattern they join the other members in a defensive compact against the outsiders. Most readers of this discussion have undoubtedly participated in such a process. Such defensiveness may lead to open conflict or to its opposite, the repression of ill feeling; in either case, the effects on total productivity and on individual satisfaction may be negative.

There is a two-way interaction between communication and hostility. *Breakdowns in communication may foster hostility, but hostility clearly interferes with communication. The total effect of this self-reinforcing pattern can be highly destructive.* While these conclusions appeal to common sense, there are objections to conclusions that everyone must be in full communication with everyone else all of the time. It is not even certain that a little bit of conflict now and then is a bad thing. The most influential contemporary writer on organization is Herbert A Simon. Simon views has been influenced by the views of Chester Barnard.

Simon has incorporated some of the findings of small group research in his theory. His approach differs from other small group research in respects, he has incorporated material from all of the behavioral and social sciences, including sociology, political science, economics, psychology, and business and public administration, and has at times expressed his ideas in mathematical form. Simon also differs from small group research and from “human relations” research in attempting to emphasize the rational features of decision-making. Thus, Simon’s theory falls into an intermediate position between economics, in which a high degree of rationality is usually assumed, and Freudian psychology, in which the stress is on the subconscious. Simon recognizes important limits to rationality, but believes that organization theory should stress the consequences of intended rationality within those limits.

Simon views organization as a structure of decision-makers; one of decision-making as well as one of organization. Decision must be made at all levels of the undertaking because some of the decisions are high level decisions affecting many members, others relatively unimportant decisions about detail. Each decision is based on a number of premises. Some of the premises pertain to the decision-makers personal references, some to his social conditioning and some to the communications he receives from other parts of the organization. Top management cannot dictate to each organization member what each decision must be, but it can influence some premises on which the decisions are based. It can create a structure which will permit and stimulate the transmission of appropriate messages and influences.

The three terms Simon uses most frequently are: communication, authority, and identification. The organizer must build a communication network which will supply the information necessary for the decision. Without such information, the decision-maker cannot fit his decisions to the requirements of the situation. Some communications carry authority, they are accepted as premises for decision without deliberation as to their convenience or expediency, in this treatment of authority.

The failure of marketing and production departments to work together is a frequent illustration of this point. The marketing department may seek to meet the delivery requirements of the customers, the production department may aim at the smooth flow of orders through the plant, but these two goals can conflict, in that rush orders disrupt production schedules and lower productivity within the plant. Thus loyalties can also become confusing and disruptive in their effects. Group feeling, teamwork, or a sense of joining participation do not always contribute to overall goals, they may instead support subgoals which are difficult to reconcile with the main objectives. Simon insists that the flow of communications must be kept simple. Excess communication is frustrating and there must be ways of separating relevant influences from those that do not matter. The division of work permits specialization in the communication flow.

The Barnard-Simon theory of authority is called an "acceptance" theory. A communication carries authority if it is accepted by the recipient as authoritative. This view has been stated for those who think of authority as belonging only to higher management, a right based on "natural law" or at least on the sanction of legislation.

Scientific Management or Physiological Organization Theory

The first coherent theory of organization is referred to as Scientific management. This concept was first used by Louis Brandis in '9, 10'. Later on it began to be used by Frederick Winslow Taylor, that he pointed out, management is a true science, resting upon clearly fixed laws, rules and principles, as a foundation. He made two assumptions related to scientific management namely:

1. The application of methods of science to organization's problems leads to higher industrial efficiency, observation, measurement, and experimental comparison are these methods.
2. The incentive of high wages will promote the mutuality of interest between workers and managers which, in its turn will lead to higher productivity.

Bureaucratic Theory of Organization

The word 'Bureaucracy' was first coined by Vincent de Gournay (1712-1759), now the term lends itself to two usages, it refers to the tasks and procedures of administration, as well as a collective word for a body of administrative officials. Frequently, it also stands for inefficiency and

an improper exercise of power on the part of officials, and then has become a term of abuse. In 1978, French Academy accepted the word and defined it as 'Power, influence of the heads and staff of government bureau'.

The characteristics of bureaucracy such as precision, continuity, discipline, strictness, reliability are technically most satisfactory form of organization. The other features of bureaucracy as enumerated by Max Weber are:

1. The staff members are personally free, observing only the impersonal duties of their offices.
2. There is a clear hierarchy of offices.
3. The functions of the offices are clearly specified.
4. Officials are appointed on the basis of a contract.
5. They are selected on basis of professional qualifications.
6. They have a money salary, and usually pension rights.
7. The official's post is his sole for major occupation.
8. There is career structure and promotion.
9. The official may appropriate neither the post nor the resources which go with it.
10. It is subjected to unified control and disciplinary system.

Classical Theory of Organization

According to Henri Fayol administration comprises of five elements—forecasting, planning, organizing, commanding, coordinating and controlling and he propounded 14 principles of organization, i.e. division of work, authority, discipline, units of command, units of direction, subordination of individual interest to general interest, remuneration, centralization or decentralization, scalar chain, order equity, stability of tenure, initiative, and Esprit de corps. Later, Luther Willick summed up principles of organization in the word 'POSDCORB'. Each letter of which stands for a particular function. The classical theory of organization is made explicit in organization charges, rule books, manuals, rules or procedures, etc. It deals with what is called formed organization—an organization which is deliberately used, rationally designed to fulfil the objectives of an organization.

Human Relations Theory of Organization

Elton Mayo and his colleagues conducted experiments at the Western Electrical Company at Hawthorne (near Chicago). The Hawthorne experiments proved that men are not inert or isolated responding for example to a motivational variable other than the lighting. These studies proved that an organization was also a social system, a group of people behaving. The essence of the human relation theory lies in its dominant emphasis on people, on human motivations and on informed group functioning. This theory rejects the formal institutionalization.

Organization is the act of designing the administrative structure. An organization is formed to translate policy into action. There are two theories related to organization as follows:

1. The structural approach or the mechanistic approach, emphasizes formal structure of an organization where relationships are established by statute or by top management. Here the organization is established and supported by authority and can be set out clearly on a chart or diagram. Under this approach, an organization is seen as machine, considering the workers in the organization as more cogs. The pioneers of this theory are FW Taylor and Henri Fayol.
2. The Humanistic approach emphasizes the people in an organization, human motivations and informal group functioning rather than formal relationship determined through charts

or diagrams. Elton Mayo and Herbert Simon contributed much to the development of humanistic approach. The approach is somehow, called as participative management.

PRINCIPLES OF ORGANIZATION

In the words of White (1955), the principles of organization suggest only working rules of conduct which with experience seems to have validated. The responsible administrator must know the principles and apply them with judgement in terms of his immediate situation. Henri Fayol (1947) has defined these principles as “acknowledged truths, regarded as preview on which to rely”.

Mainly there are six principles of organization as follows:

(1) Hierarchy, (2) Span of control, (3) Integration vs disintegration, (4) Centralization vs decentralization, (5) Unity of command, (6) Delegation.

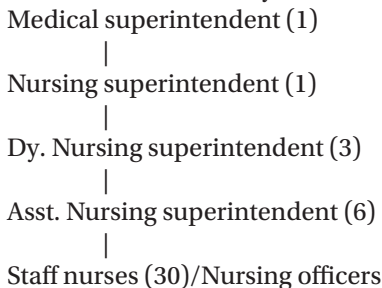
Hierarchy

Hierarchy means the rule or control of the higher to lower. Any organization is like a pyramid, broadest at the base and tapering towards the top. In this pyramid there is hierarchy. Organization is essentially the division of functions among a given number of persons. The distribution of functions and responsibilities are both horizontal and vertical. An organization structure grows both horizontally and vertically. When additional levels are added in an organization structure, it is called vertical growth. But when more functions or more positions are added without increasing the number of level, it is called horizontal growth. Vertical distribution creates levels like top management, middle management, supervision and the level of specific performance. Strictly speaking, these levels cannot inherent superiority and inferiority. However, due to the difference in nature of responsibility of various levels, the difference in the salary scales as between different levels and difference in the qualifications and qualities of the personnel manning various levels, superior, subordinate relationship does emerge in the organization.

In other words, scalar principles is the vertical division of authority and definite assignment of duties at various levels. Here the degree of authority and corresponding responsibility will be defined.

‘Hierarchy consist of the universal application of the superior-subordinate relationship through a number of levels of responsibility reaching from the top to the bottom of structure (White L D) Moony and Reilay call it `the scalar process.’

The scalar process is the vertical division of authority and definite assignment of duties at various levels. The degree of authority and corresponding responsibility will be defined. Each of the levels will be immediately subordinate to the next higher, e.g.



The advantages of scalar principles of hierarchy will include:

- It is an instrument of organizational integration and coherence.
- The scalar chain serves as a channel of communication upwards and downwards.
- The rule of 'through the proper channel' created by the scalar principle ensures that there will be no short circuiting procedures or ignoring of the intermediate links.
- It establishes below the top executive, a number of subordinate levels each of which is center of decision for specified matters of a less important nature.
- It helps to clarify and define the relative positions and responsibilities of each post in the organization.

The disadvantages of hierarchy is the delay inevitably caused in which every proposal or action must laboriously climb up the various steps of the ladder and then descent down to get disposed off, e.g. in a Directorate of Health and Family welfare service, a case worker of Nursing section drafts a proposal for transfer of a Nurse, submits first to office superintendent, then it goes to Asst. Administrative officer, then goes to Chief Administrative officer, finally reaches the Director, then draft approved by the director, reaches the case worker of nursing section in the same way leading to delay.

Every organization must have its scalar chain but it should work with proper confidence and loyalty between superior and subordinates at each level, to reduce delay.

Hierarchy provides the much needed channels of communications in the organization from the top to the bottom and from the bottom to the top. It is also built in device to achieve consensus in the organization. It also facilitates delegation of authority. The general functions of hierarchical structure are (Appleby) as follows:

- Fixing the responsibility.
- Providing leadership with areas of description at successive levels.
- Providing means for exerting influence and exercising fellowship.
- Making any particular organization and the general government manageable.
- Making it acceptable.
- Determining the levels at which decision of various kinds may be made.
- Providing for ready movement of decision-making from one level to another under agitation.
- Bringing to bear relevant, competing and complementary interests, functions and view points.

More specifically, it is the means by which resources are apportioned, personnel are selected and assigned, operations are activated, reviewed and modified.

Span of Control

Span of control means the number of subordinates an officer can effectively supervise. It is simply the number of subordinates or the units of work that an administrator can personally direct. In other words, the number of subordinates that a supervisor can personally direct or supervise is known as "span of control". There is no agreement with respect to the exact number, but there exist a general agreement that the shorter the span, the greater will be contact and consequently more effective control. That there is a limit to the span of controls of every person or officer which is readily admitted. The 'span of control' is related to psychological problem of 'span of attention'. None of us can attend to more than a certain number of things at the same time. The number to which one can do attend is one's 'span of attention'. 'Span of control' is nothing but the span of attention applied to these works of supervision and control

of subordinates. But the span of control is greatly determined by the type of activity and by the supervisor's capability. For example the effective supervision.

It is agreed that a span of control does exist at each level of supervision and it cannot be exceeded without the danger of a breakdown, and it is recognized that the span of control varies with four factors, i.e. function, personality, time and space. Function means the type of the work to be supervised, personality means competence of the supervisors and the subordinates concerned, time refers to the age of the organization concerned, and space implies the place where the work to be supervised is located. It is ideal that one can supervise more subordinates with a homogeneous function. For example, medical officers can supervise doctors, nursing officers can supervise nurses, engineers can supervise engineering subordinates. It is very difficult task that one can supervise subordinates with heterogenous functions. Medical officers cannot supervise effectively engineering subordinates or an engineer cannot supervise effectively work of doctors or medical officers.

Integration Versus Disintegration

Integration means unification in administrative language. Integration means connecting one or more of hitherto independent organization with the rest of the organizational structure of the country by placing them under the Chief Executive directly or through some department. It involves the abolition of the independent status of agencies, e.g. independent regulatory commissioners.

An integrated administrative system, therefore, is one which all the parts of are connected together through common ultimate subordinates to the Chief Executive of the country. In such system, the line of authority runs unbroken from the Chief Executive, through various levels to all the parts of the system, so that there are no loose ends anywhere. A disintegrated system on the other hand, has got a number of loose ends in the shape of independent establishments and directly elective persons at which or whom the line of authority from the Chief Executives stops short and it is broken.

An administrative system is called integrated in which all the executive authority is conferred by law or constitution on one single person who thereupon becomes Chief Executive (e.g. President of India, Prime Minister and other Executives). The reverse of it is a disintegrated system where executive authority is distributed by statute or constitution among a number of co-eval bodies or agencies or persons (e.g. UPSC, KPSC. Election Commission, Comptroller of India).

Integrated administration facilitates coordination and disintegrated administration creates anarchy and conflict.

Centralization Versus Decentralization

Centralization stands for concentration of authority at or near the top. An organization is said to be centralized if most of the power of decision is vested in the top level so that the lower ones have to refer most problems to the head of the organization or his immediate subordinates for decision.

Decentralization means that the Central Authority gives certain power to the local authorities. A decentralized organization is one in which the lower levels are allowed the discretion to decide most of the matters which come up, reserving comparatively a few bigger and more important problems only for those higher up. Decentralization has five aspects, two

of which are administrative, one political, one geographical and one functional. These are as follows:

1. Delegation of authority in such a way that large areas of discretion are entrusted to subordinate officers and comparatively few questions are referred to Chief at the apex.
2. Broad grant of power to individual component parts of the organization and retention of only certain essential powers of control in the head office.
3. Much power in the hands of elective bodies and consider popular participation in administration.
4. Freedom to field units or agencies away from headquarters and near to people.

Functional autonomy to the various departments in respect of their several functions.

Whereas centralization is the opposite of above five aspects of arrangements.

Neither centralization nor decentralization can be accepted in an absolute principle of good organization under these circumstances; experts or administrators either plead for compromise between the two principles, or else maintain that each case for the application of the rival principles must be decided on its own merits according to the concrete factors of the situation.

For example, formulating policy is centralization whereas implementation of policy is decentralization.

Unity of Command

Unity of command means that no individual employee should be subjected to the orders of more than one immediate superior. The concept of unity of command requires that every member of an organization should report to one and only one leader. Henri Fayol is a great advocate of this principle, meant that an employee should receive orders from one superior only. When it is jeopardy, order disturbed and stability threatened, diversity of command may also result in the subordinates playing off one superior against another or other. All this may cause confusion and blurring of responsibility. It is true that command, orders or guidance should always come from one delegating supervisor, otherwise there are chances of shirking of duties, of abusing authority and of evading accountability.

Theoretically the principle of unity of command appears to be unassailable, in practice it has some important exceptions to it. For example an individual employee is frequently subjected to a dual control, i.e. one administrative and the other technical or professional. To quote the head of the professional colleges of the Govt. has academic control by the Universities and has administrative control by the respected Govt.

Unity of command helps in increasing coordination in the organization. Coordination means negatively the removal of conflicts, working at cross-purposes, and overlapping from administration, positively coordination's aim is to secure cooperation and team work among the numerous employees engaged in the work of the organization.

Delegation

In an organization, usually all authority legally belongs to the head of the organization, but in practice no head can actually exercise all the powers legally vested in him, he would be overwhelming with detail, so there is a need that sufficient authority has to be given to every employee to enable him to do his job. The device of distributing his authority is 'delegation'. Delegation means conferring of specified authority by a higher authority. It is devolution of authority by a person to his agent or subordinate, subject to his right of supervision and control.

Dejure: The delegated authority still belongs to the principal, but its *de facto* exercise is allowed to the subordinate or agent.

Delegation implies transfer of certain specified functions by the superior to the subordinates authority. The subordinate authority acts as the agent of the superior authority and the superior always retains the right to issue directions to revise decisions. In other words, delegation of responsibility always remains with the superior.

Delegation is the process of assigning responsibility and authority to coworker and ensuring his accountability.

One person constitutes only one manpower. Wherever a person's job grows beyond his capacity, his success lies in his ability to multiply himself through others. Delegation is the means by which he can share his duties with his immediate subordinates, and the process is continued until managerial work reaches *supervisors* and the operating work is assumed by *operators*.

It is when an organization grows that the need for delegation arises, because one person or group of persons can no longer make all the decisions. Authority and responsibilities along with duties must, therefore be divided. Delegation is one of the main ways of dividing and distributing authority. The extent of delegation of authority, however, is inversely related to the size and complexity of the organization.

As an integral part of the organizing process, delegation has three essential aspects or dimensions:

- a. Assignment of duties and task
 - b. Grant of authority, power, right or permission, and
 - c. Creation of obligation or accountability.
- a. *Assignment of duty*: As one person cannot perform all the tasks, he must allocate a part of his work to subordinates for the purposes of accomplishment by them.
 - b. *Grant of authority*: If the delegated duty is to be discharged by subordinates, they must be entrusted with requisite authority for enabling them to make such work performance. While granting authority to subordinates or the executive, some reserve authority should be retained with him for his own performance.
 - c. *Creation of accountability*: Delegation of duties implies an accountability from the side of subordinates. With the allocation of powers and duties, there must be logically the obligation on the part of subordinates to render an account of their performance. Because of this accountability, the manager must keep for himself some reserved authority and duties for directing, regulating and controlling the course of work undertaken by his subordinates.

Principles of Delegation

There are four fundamental principles which serve as guides for effective delegation.

1. Assignment of duties in terms of expected results.
2. Parity of authority and responsibility. While assigning duties to subordinates, there should be equality of authority and responsibility.
3. Clarification of limits of authority: It is the clear limit of authority that permits subordinates to exercise initiative to develop their personal capacity through freedom of action and to know their area of operation.
4. Unity of command: As employee should receive orders from one superior only. So subordinates should always be placed under the guidance, control and supervision of one supervisor/superior who will set up work priorities and will arrange for cooperation.

Advantages of Delegation

1. Delegation serves as a vehicle of coordination. The various levels of the organization are used more appropriately.
2. A sound system of delegation tends to develop an increased sense of responsibility and enhanced potential work capacity of individual employees.
3. It reduces the executive burden and it relieves the superior of time-consuming, minor duties and allows him to concentrate more effectively on major responsibilities of his own position.
4. Delegation minimizes delay when decision have no longer to be referred up the line.
5. Proper delegation of authority is conducive to an effective control over operation.
6. As delegation provides the means of multiplying the limited personal capacity of the superior it is instrumental for encouraging and diversification of business.
7. Delegation permits the subordinates to enlarge their jobs, to broaden their understanding and to develop their capacity.
8. Delegation raises subordinates position in stature and importance and increases their job satisfaction.

Disadvantages of Delegation

1. Frailty of human life.
2. Eye wash delegation.
3. Unfamiliarity with art of delegation.
4. Incapacity of subordinates.

Effective delegation is a more sophisticated process requiring professional skills. Delegation involves matching aspects of work required to carryout the prescribed nursing orders with the most appropriate personnel, while maintaining professional standard. There are three main reasons for nurse, why attempted delegation fails to produce desired results.

1. Nurses fails to recognize and incorporate the principles of effective delegation.
2. Nurses do not recognize that habits ingrained from old practice patterns prevent improvement in delegation skills.
3. Nurses are unwilling or unable to view delegation from the perspective of the delegatee.

As stated earlier delegation depends upon a balance of responsibility, accountability and authority. Responsibility is the condition of accepting important duties or obligation, whereas accountability is the condition of being answerable and an authority is the right and power to determine the influence of evaluate. There are five basic concepts that build the foundation for effective delegation will include:

1. Delegation is not a system that reduces responsibility. It is a way to make responsibility meaningful.
2. Responsibility and authority must be delegated equally.
3. The process of delegation allows staff nurse to assign responsibility, extend authority and create accountability within the resource group.
4. The concept of empowerment applies to all members of the resource group.
5. The caregiver must play an active role in accepting the delegated patient care.

Nurses who are learning to delegate may find it helpful to use some simple guidance as given below:

1. Describe the task to be accomplished.
2. Explain why the task is necessary to achieve an established outcome.

3. Discuss the degree of responsibility and authority that is required to carry out the delegated assignment.
4. Summarize the delegated care and assignment as a whole to ensure mutual understanding.

Delegation is defined as assigning authority to a person who thereby assumes the right to perform a task including decision-making task and is accountable for the task. Authority in an organization may be defined as the right to command people within the organization and use of organizational resources for performance of tasks and activities, within the framework of the organizational policies, rules, regulations and procedure.

Delegation can be defined as getting work done through others, or as directing the performance of one or more people to accomplish organizational goals. As a manager, nurses should use the following steps to ensure effective delegation.

1. Plan ahead when identifying tasks to be accomplished.
2. Identify the skill or educational level necessary to complete the job.
3. Identify the person best ability to complete the job in terms of capacity, and freedom of time to do so. It is also important that the person to whom the task is being delegated considers it important.
4. Clearly communicate exactly what is to be done, including the purpose for doing so. Include any limitations or qualifications that have been imposed. Although managers should specify the end-product desired, it is important to allow the subordinate feedback and an appropriate degree of autonomy in deciding exactly how the work can be accomplished. Delegation is useless if the manager is unwilling to allow divergence in problem solving and thus reduces all work that has been delegated.
5. The manager must be sure to delegate the authority and responsibility necessary to complete the task. Managers should encourage employees to attempt to solve problems themselves. However, the employee should be encouraged to ask questions about the task or to clarify the desired outcomes.
6. Set time limits, and monitor how the task is being accomplished. This may be done through informal but regularly scheduled meetings. This shows an interest on the part of the manager, provides for a periodic review of progress and encourages ongoing communication to clarify any questions or misconceptions. In addition, this monitoring keeps the delegated task before the subordinate and the manager and both share accountability for its completion. Responsibility is shared when a task is delegated. Although the ultimate responsibility belongs to the manager, the subordinate accepting the task accepts responsibility for completing it appropriately and is accountable to the manager.
7. If the subordinate is having difficulty in carrying out the delegated task, the leader should be available as a role model and resource in helping, identifying alternate solutions. Reassuming the delegated task should be a manager's last resort because this action fosters a sense of failure in the employee and demotivates rather than motivates. The manager also may need to delegate the work previously assigned to an employee so that the employee has time to do the newly assigned task.
8. Evaluate the subordinate performance after the task has been completed. Involve positive and negative aspects of how the individual has completed the task. Be sure to reward appropriately a successfully completed task.

The other disadvantages of delegation will include usually the following powers which are not delegated:

- The supervision of the work of the firstline or immediate subordinates.
- General financial supervision and the power to sanction expenditure above a specified amount.
- Power sanction new policies and plans and departures from established policy or precedents.
- Rule making power where it is vested in the delegating officer.
- Making of the specified higher appointments.
- Making an appeal from the decisions of at least the immediate subordinates.

STEPS IN ORGANIZATION

Activities and jobs form the basis of organization which are used for designing an organization structure. These activities are determined by the objectives and strategies and to the performance of activities, persons trained in particular job are needed. The steps in organization are as follows:

1. Determining and enumeration of objectives for each activity: The required activities are spelled out from the objectives of the enterprise. The total work, operating and managerial is broken down into component activities that are to be performed by all personnel. The breakdown of activities is carried as far down as to determine job of each individual.
2. Grouping and assigning of activities: Correlated and similar activities are grouped into division or departments first. And these divisional or departmental activities are further divided into sections and jobs.
3. Allocation of fixed duties to definite persons: Definite job assignments are made to different subordinates for ensuring certainty of work performance.
4. Delegation of authority: Corresponding to the nature of duties, commensurate authority must be granted to the subordinate for enabling them to make adequate work performance.

In brief, the important steps in organizing are:

- a. Determination of objectives of each activity.
- b. Deciding on the various types of activities to be undertaken within the framework of the formulated plan to attain the goals of the organization.
- c. Grouping of activities according to there similarity, interrelationships, competencies and capacities required in performance of these activities, its importance in relation to attainment of goals.
- d. Deciding different group of activities in terms of number of staff, the eligibility requirement of staff, seating arrangement, the materials and supplies, machine and equipments, funds and methods for maintaining the moral of employees.
- e. Determining the authority, responsibility and accountability of different members of staff, which includes:
 - Determining the lines to authority with the channels of communication
 - The relationship between members, departments, supervisors, peers and subordinates
 - Developing an organizational chart based on above
 - Planning of the items listed above
 - Allotment of duties to individuals.
- f. Integration between the identified group of activities through authority relationship and organized communication system.

Effective direction needs leadership. The need for leadership would be evident if use of authority, power is influenced by managers in any organization. Authority may be defined

as the capacity of arising from formal position to make decisions affecting the behavior of subordinates. In other words, authority is the right to command and extract obedience from others. It comes from organizations and it allows the leader to use power. Power is the ability to exercise influence or control over others. In the functioning of a leader the ability to guide the action of others is achieved through his authority. Carrying out of these decisions is accomplished because of the power of the leader. There are various types of powers as follows:

Legitimate power comes to the leader when the organization's authority is accepted. It comes from the rules of the organization, e.g. parents, teachers, managers, police, etc. It is the power inherent in one's position.

Expert power is the power of knowledge and skill of special kind that is important in getting the job done. A person's professional competence or knowledge has the expert power, e.g. doctor, engineer, nurse, lawyer.

Charismatic power is the power of attraction or devotion, the desire of one person to admire another. A subordinate feels a positive attraction towards a leader by identifying himself with the leader, or gets influenced by the leader's attractive power, e.g. Indira Gandhi.

Reward power is the present or potentiability to reward for worthy behavior. Tangible reward such as promotion, office space, time off from work, attractive work assignments, and help to the subordinates. Psychological reward like praise, appreciation, approval and recognition can be given by the leader or the superior to the subordinate, rewards power increases other powers as stated above. In short, it is obtained by the ability to grant rewards to others.

Coercive power is the ability to threaten or punish. The leader can use tangible punishments like dismissal, demotion, less rating, less satisfactory work, assignments, etc. Psychological punishments include criticism, avoidance, disapproval, satirical remarks on the subordinates. In short, coercive power is based on the fear and punishment.

Expert power is gained through knowledge, expertise or experience. Having critical knowledge allows a manager to gain power over others who need that knowledge. This type of power is limited to a specialized area, e.g. music.

Referrent power is power that individual has because others identify with leaders or with what that leader symbolizes. This type of power given to others through assumption with the powerful. People also may develop referrent power because others perceive them as powerful.

Informational power is gained when someone has information that another needs. This source of power is obtained when individual has information that others must have to accomplish their goal.

Feministic power or self-power is the power, in which an individual gains over his or her own life. This is a personal power that comes from maturity, ego, indegration, security in relationship and confidence in one's impulse.

The following are the leadership roles and management functions in any organizational authority and power in any organization. Here the leader's roles includes that he or she:

- Creates a climate that promotes followership in response to authority.
- Recognizes the dual pyramid of power that exists between the organization and its employees.

- Uses a powerful person to increase respect and decrease fear in subordinates.
- Recognizes when it is appropriate to have authority questioned or to question authority.
- Is personally comfortable with power and the political area.
- Empowers other nurses.
- Assists staff in using appropriate political strategies.

Functions include that he/she:

- Uses authority to ensure that organizational goals are met.
- Uses political strategies that are complementary to the units and organizations functioning.
- Builds a power base adequate for the assigned management role.
- Maintains small authority power gap.
- Is knowledgeable about the essence and appropriate use of power.
- Maintains personal credibility with subordinates.
- Serves as a role model of the empowered nurse.

Another step in the organizational success is its organizational structure. It is the structure in which human beings can perform most effectively.

TYPES OF ORGANIZATION

Following are the various types of organizations:

- a. Formal organization
- b. Nonformal organization
- c. Informal organization
- d. Line organization
- e. Staff organization
- f. Line and Staff organization
- g. Committee organization
- h. Social organization

Formal Organization

The formal organization is a system of well defined jobs, each bearing definite measure of authority, responsibility and accountability to enable the people of the enterprise to work most effectively in accomplishing their objectives and organizational goals. In the formal organization, the work that each individual does is part of a larger pattern coordination proceeds according to a prescribed pattern in the formal organization. It sets up boundaries and path which must be followed to achieve the objectives.

Nonformal Organization

Existing within formal organization is nonformal organization that permits and sometimes encourages behavior by members. This non-formal behavior is frequently desirable and also work oriented and contributes significantly to efficiency. Behavioral factors such as unnecessary socializing on the job, group values and cultural likes and dislikes serve as bases for nonformal behavior in formal organizations.

Nonformal organization always exists along with formal organization. It serves as an adjunct, is intangible, and takes on different degrees of importance depending upon the activity and the persons involved. A manager should be aware of the presence and influence of non-formal organization.

Informal Organization

It refers largely to what people do because they are human personalities. Their actions are directed in terms of needs, emotions and attitude and not only in terms of procedures and regulations. Organization is systems of employees and employees groups which develop in any work environment for achieving explicit goals. In the informal organization, people work together because of their personal likes and dislikes. Informal group may extend its activities to other groups as well as to the existing one within the organizational unit. The effectiveness of this group depends upon the internal relations, the recognition of common goal and desire to work together in accomplishing it. The formal organization which fails to recognise and provide for the effective operation of such groups loses its own effectiveness. The formal organization can always be represented through line of authority and responsibility between superior and subordinates.

Changing concept of organization requires distinction between the formal, defined and highly structured organizations and the informal organization. The existence of both of these organization is necessary. The aim of the management should be to develop formal organization of such scope as to encompass the varying, highly personal needs of the informal organization. Organization so as described below, is extremely important to business enterprise. It facilitates administration, encourages sound and balanced growth and diversification. It provides for the best use of human being and stimulate creativity for the overall growth.

Line Organization

The line type organization is commonly used for small enterprises, especially by retailer and manufacturers having perhaps seven to eight employees. It has outstanding advantages: quick decision-making is fostered, buck passing is eliminated, excellent management training experience provided, and the type of authority relationships are clearly understood. This type of organization has inherent disadvantages: executives tend to become overloaded with too many duties, specialization is not practiced, management members may be difficult to replace, and insufficient time and effort is given to activities such as managerial planning, research and development, and overall controlling measures (Fig. 3.1).

Staff Organization

The use of the "staff" gives rise to many misunderstanding in management. Literally, the word means stick carried in hand for support. Hence, staff authority relationship originally were



Fig. 3.1: Simple line organization.

thought of as those relationships used to support line authority relationships. This concept exists today and is valid. Staff means having a supporting role and functions; it is intended to help the “order”. With the passing of time additional meanings of staff authority, or what this help consists of, have developed and the team support, instead of staff is currently in use.

In most enterprises use of staff in organization structure can be traced to the need for help in handling details, locating data required for decisions, and offering counsel on specific managerial problems.

Most staff authority relationships are characteristically a manager to manager authority relationship and exist among any managerial levels of an organization structure. The managerial recipient of staff authority is commonly called a staff executive or staff officer. He has the charge of this respective staff organizational unit. The concept of staff authority is quite old like staffs were employed by government and armies.

Line and Staff Organization

Most enterprises operate amid complexities and ever increasing advances in knowledge and technologies. These along with expansion of an enterprise make it necessary eventually to relieve management members with line authority of sudden duties. The need for certain specialists is recognized. For example, the expert in establishing work standards, the legal advisor, the researcher, and the tax expert are incorporated into the formal organization structure primarily so that the line manager is relieved part of his duties and thus able to concentrate his efforts on the direct ding activities in keeping with the enterprises objectives.

The line authority remains the avenue for command or performance of the work. It consists of the authority relationships between line managers. Generally speaking most staff managers do not exercise their staff authority along the channels of line authority. Staff managers exercise their proper staff authority to help the managers who command to achieve work performance. What is a line manager and what is a staff manager depends on the type of authority possessed (Fig. 3.2).

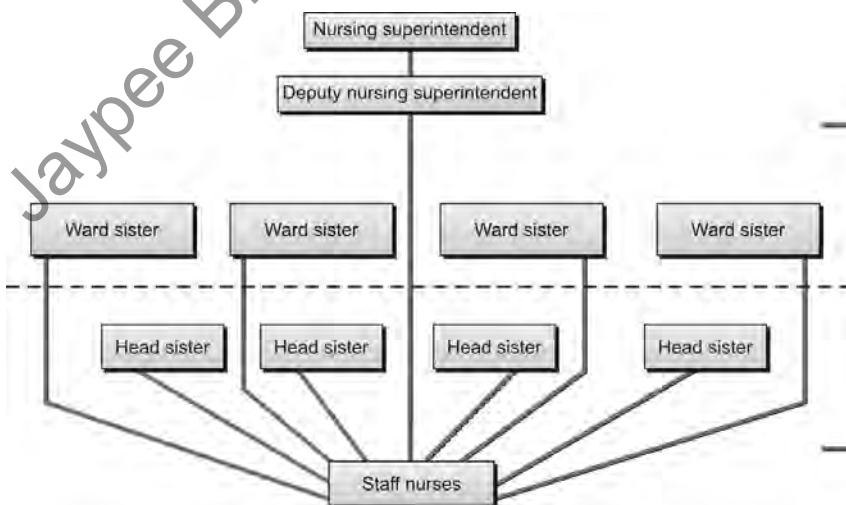


Fig. 3.2: Functional (staff) organization.

Committee Organization

It can be defined as: “A body of persons elected or appointed to meet on an organized basis for the discussion and dealing of matters brought before it”.

Committees are common yet controversial in most organizations. They can exist at any organizational level, serve in various capacities and for different purposes, are known by many different names, and enjoy wide degrees of acceptance among management members. Extremely important work is accomplished via the committee, route. Typically, educational enterprises are loaded with committee, and they are common in government and in business. In trade associations and most professional societies, the major portion of the organization structure is made up of committees.

The committee usually has a formally recognized and permanent place in the organization structure. Its makeup, duties, membership and decision-making power may be carefully spelled out. For example, some business enterprises have at the top level, a planning and policy committee, or a general management committee made up of selected company executives. The committee meets regularly, may be weekly, makes decisions, ensures that they are enforced, and participates in the management affairs of the company or Hospital or Health care institution. The Reasons for the widespread use of committees are given below:

- a. Expert and collective knowledge can be concentrated upon a specific problem. A wide range of experience can be tapped, exchange of ideas can be encouraged, and effective give and take discussion encouraged.
- b. *Coordination is assisted*: Different views can be unified and integrated. Agreed and prescribed courses of action is established, and maximum understanding among committee participants is achieved.
- c. *Too much authority concentrated in one person is prevented*: By its very nature, a committee members, who can watch and check each other's actions
- d. *Social values are provided*: Committee membership provides prestige, permits recognition as an equal with other members who have status, and tends to satisfy the human desire for long and to do something worthwhile.
- e. *Motivations is supplied*: People like participation, and committee use encourages it. Cooperation is enhanced in the execution of a proposed action and is reasonably assured if the committee develops the plan. There is also knowledge acquired by the committees members and possibly pride of authorship gained by a member. Such characteristics have strong motivational value.
- f. *Education of members is promoted*: Each participant's viewpoint is broadened as he gains as and there is appreciation of the other unit's problems as well as those of the enterprise.

Social Organization

It is apparent that in a democratic society, the ultimate authority of a business enterprise rests with public or society. The professional privileges are derived and controlled through laws and marketing process. Then beginning with the policies, a management system is organized to achieve the organizational objectives. Procedures and control mechanism is introduced by the management in a systematic way. The relationship between society and an enterprise is shown in (Fig. 3.3).

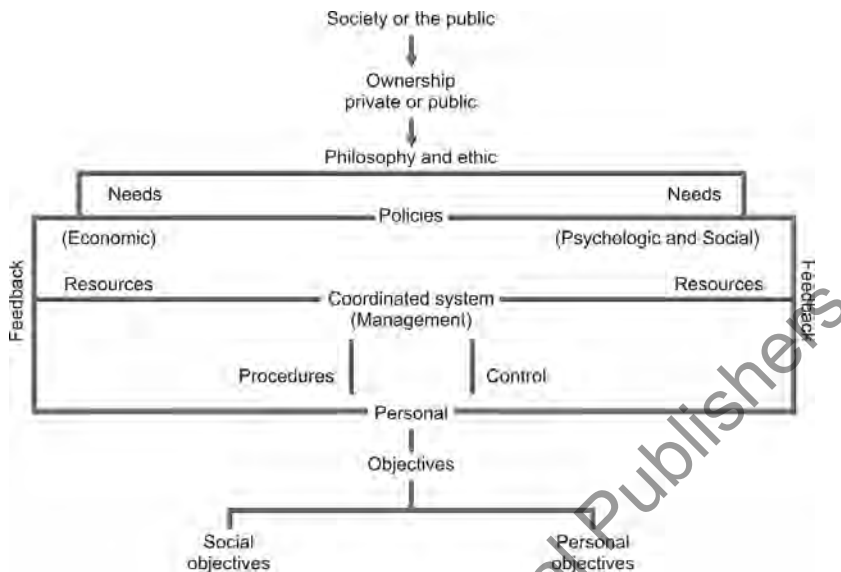


Fig. 3.3: Relations between society and enterprise.

TRENDS IN ORGANIZATION STRUCTURES

Due to tremendous changes in science, technology, group dynamics, social sciences, and the constantly increasing demand of survival and growth it became essential for the management experts to bring the improvements in the organizational structure to keep pace with these developments and achieve its goals thereby rendering the required service to the society for which it exists. Accordingly the latest organizational structures have emerged, few of which are as follows:

- a. System approach
- b. Project organization
- c. Matrix organization

System Approach

This earlier definitions are similar to the traditional organizational theories but from the system point of view the new definition has to enlarge upon the traditional one. Thus, the definitions of organization in system terms can be as:

- i. The organization is an open system which is in constant interaction with its environment taking raw materials, energy, information and people transforming these into production and services.
- ii. The organization is a system with multiple functions involving multiple interactions between organization and its environment.
- iii. Organization is composed of many subsystems which are in dynamic interaction with one another. It involves the study of these subsystems in terms of group behavior, goals, etc. These subsystems are mutually dependent and change in one subsystem affects the behavior of other subsystems. Finally the organization exists in dynamic environment

which is also composed of other systems and subsystems. The multiple links between the organization and its environment makes it difficult to specify the boundaries or limits of any organization.

The definitions can be:

“Organization exists in a dynamic environment and composed of open and closed system and subsystems to convert input (resources) to output (Product and service)”.

“Organizational systems and subsystems in turn interact with the systems and subsystems of dynamic environment to bring about organizational effectiveness, organizational development, organizational growth and organizational change”. Thus, the environment within which an organization exists is becoming increasingly unstable because of the rapid change of technology, the expansion of economic market and rapid social and political change. Every organization carries within itself representative of external environment. The employees are not only members of the organization but also the members of other organizations, groups and societies. The system concept of organization shown in Figure 3.4.

Thus the organization is a complex system because of the complex interactions between how an individual is inducted into the organization, trained, developed and managed and the interaction between the formal organization and the various informal groups which arise inevitably within it. As all organization exists in an environment which consists of the culture and social structure of the society in order to revive, the organization must fulfill some useful function.

The common goal set by the organization must result into some product or service. PM Baby and WR Scott defined four classes of organization:

- i. Mutual benefit organizations—these benefit the members of the organization
- ii. Business concerns—these benefit the customers or clients
- iii. Service organizations—these benefit the customers or clients
- iv. Commercial organizations—these benefit the public at large.

To survive and develop the organization, one must continue to perform its primary task of:

- a. The recruitment
- b. Proper utilization
- c. Motivation
- d. Integration.

Project Organization

In this approach, group of individual possessing the required skills is organized into an autonomous unit for a particular project (Fig. 3.5). Project management carried out by a

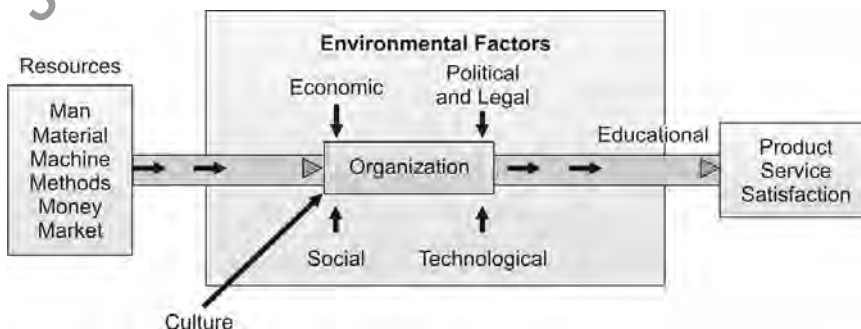


Fig. 3.4: System approach.

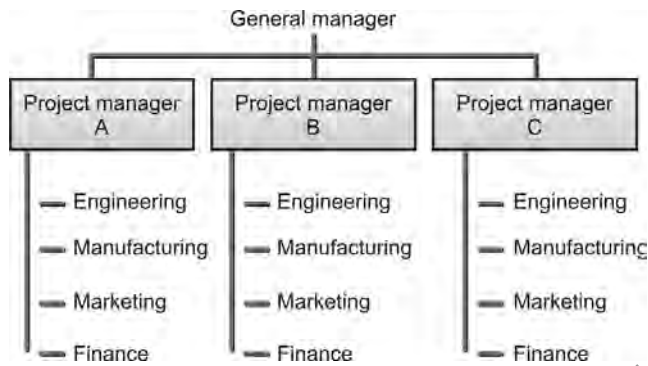


Fig. 3.5: Project organization.

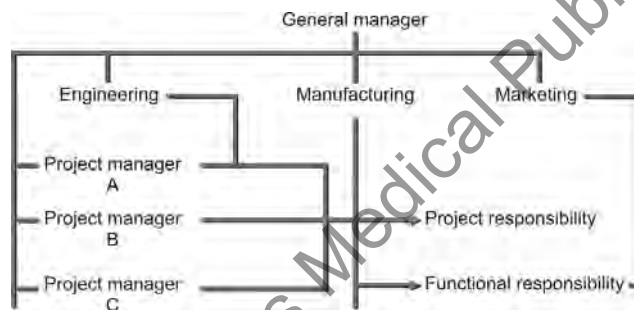


Fig. 3.6: Matrix organization.

director appointed to coordinate and motivate the people in various activities of engineering, marketing, production, personnel, etc. Responsibility for the project is very well pin-pointed.

Matrix Organization

It is form of organization which contains both the project structure and the traditional functional structure. Matrix management provides for specialized knowledge for carrying on a number of specific projects. The disadvantage may arise because of the dual accountability of personnel involved in the project.

Figure 3.6 shows the matrix organization.

AN ANALYSIS OF ORGANIZATION STRUCTURE

In organization it is a group of people working together to attain the desired objectives. People in an organization do not start working together automatically unless they are provided with some mechanism of coordination and control. One of the mechanisms is the organization structure. It reveals who has authority over whom in the organization. It provides an invisible framework to integrate all the people working together towards a common goal. Organization structure is essential for exercising leadership. Organization structure provides an indispensable sort of coordination in an organization. Peter Drucker suggests that the three ways to and the organizational structure are:

- a. Activity analysis
- b. Decision analysis
- c. Relation analysis.

The business executives are emphasizing the need for maximum flexibility in the organizational structure to meet the changing conditions. Thus, organization structure cannot remain static, it must change with changing environment. Most of the leading organizations are changing from production to service organization. The emphasis is on customer satisfaction—rather, customer delight. The organizations are moving towards “Total Quality Management” and empowerment of people.

By and large the technical departments change with changing technology. Personnel in personnel department do not change or they change under the union's pressure only. Personnel department must also change with the need of the time. It has been observed by leading organizations that engineer trainees do not prefer to go to production. What are its reasons? Why there is more interest to join system design departments, commercial departments, Marketing, Human Resource and Information Technology Departments? Such studies should be undertaken by the personnel departments but this assignment is taken over by System Development departments or by scanning groups or by Industrial Engineering departments and only routine assignments are entrusted to Personnel department. Even leading companies are not sensitive to deal with the grievances procedures. A recent concept of matrix organization is very popular these days. Under this concept, people from personnel, accounting, purchase and marketing departments are attached to each major departments for guidance on various matters relating to personnel, accounts, purchase and marketing. Only in case of major policy issues, it is referred to the main departments such as personnel, finance and commercial.

The area of career planning, executive development, manpower planning, etc. are the other major areas which are gaining importance in a large size organizations. This is the reason that Personnel Departments are known as Human Resources Departments with the responsibility of Salary, Surveys, empowerment of people and far more emphasis on Human Resource Development.

As far as individual skill is concerned Indians are one of the best in the world, but working together as a group or as a work team we need to be educated and the large size organizations need a special emphasis on the techniques of group dynamics. Japanese are the best example to the world as regard working in groups is concerned. The structure of an organization stems from the detailed study and application of organizational principles. The organizations are working on Mission statements, defining the values of the organization and rebuilding organization culture which is self-driven and motivating.

The conventional organizational structure in the form of a pyramid, with Chief Executive Officer at the pinnacle and the executive trainee at the bottom has been widely perceived as the ideal method of balancing the needs of the business as far as specialists and generalists are concerned. Thus at the bottom were the specialist managers, freshly recruited from management. Small segment of the business; a microcosm of activity which they have to understand, assimilate and specialize in. With the passage of time this manager gains experience, acquires additional knowledge and is ready to expand his sphere of functioning, at which point he is considered fit to be promoted up the hierarchy. With each upward movement the individual is expected to understand and specialize in an ever widening sphere of the organization's activities and simultaneously is also forced to take a broader view of the business perspectives.

The process is repeated timely and again till the manager has reached the pinnacle, or to quote Murphy's famous law, "attained his level of incompetence".

The pyramidal structure presupposes the breaking down of the business into a series of manageable microcosms, generally based on functional requirements. When integrated, these functional units are to form the core of the business.

Decisions are but interpretations of available information and the conventional organizational structure assumes that as one moves upwards in the organizational hierarchy, the decision-makers automatically have access to more channels of information and hence are in a position to take better decisions. Thus, delegation of authority is invariably designed to ensure that the more important a decision (is perceived to be), the higher authority who takes it. Thus, the Chief Executive Officer is expected to take the most important decisions, and down the line, decisions of lesser and lesser importance are taken till we reach the very bottom where the most mundane things will be decided upon.

ORGANIZATION STRUCTURE IN AN ERA OF INFORMATION TECHNOLOGY

The onset of the "Information Age" has changed, the structure of business organizations. The information explosion has effectively shattered many a myth of the conventional business structure. More and more organizations are discovering, to their horror, that the pyramidal structure which sharpened their competitive edge in times of yore continues to be as sharp as ever, only they are holding it by the blade! All the leading organizations are connected on "E-Mail" with all their offices, plants are "On-Line Connected". Now more and more correct and immediate information is available for effective decision-making.

The first and perhaps biggest myth was the wisdom of segregating the business into a series of functional entities like operations, finance, marketing and personnel, when designed to contribute to business synergy and add value. Alas, nothing could have farther away from reality. Everywhere one accosts functional units which not only contribute to the business of the organization, but are found to actually negate the efforts of other units.

The second major lacuna was a major mishandling of human attitudes. Thus, it was expected of a specialist joining at the bottom of the ladder to gradually transform himself into an all knowing generalist by the time he reached the top of the hierarchy. Easier said than done. What actually happened is that the specialist tended to become more and more involved in his functional discipline, effectively erecting barriers all around and converting his work sphere into a personal kingdom of which he was lord and master, "and to hell with the organization"! customer needs came to be perceived as but an intrusion into one's routines.

And finally there was no place for creativity and innovation in the conventional pyramid. Every idea got filtered through myriad layers of hierarchy and the ideas of the lowly manager were invariably and automatically assumed to be not as good as those of his superiors, positioned above. Boss was always right and CEO was the rightest! (if not the brightest).

In any economy free of extraneous controls, two aspects of an organization effectively determine its success, or failure: how quickly and efficiently can the organization react to changes in the environment and more importantly how creative and innovative it can get, in order to provide value to its customers. Alas, the pyramid of hierarchy is woefully lacking on both these counts.

It is intrinsically slow in responding to change the more drastic the change, the slower are its reactions and it has no place for creativity.

Organizations all over the world are trying to shed their hierarchical burdens in exchange for a more modern business structure. Flatter organizations, reduced hierarchical levels, more delegation are all buzz words of today, like the ever popular “all-rounder” of cricket teams, every organization is after specialist-generalists, i.e. people who specialize in generalizing! But since one does not come across “an expert engineer who is also a financial wizard and a great marketing manager” every day of the week it is obvious that the companies have to settle for something less. Companies too have perhaps realised that even if they can find such persons, they cannot probably afford them! Moreover, there is always the problem of what to do with the existing whiz-kids!

Thus, organizations devised a host of schemes to tap the creative potential of its constituents—in the form of “suggest something” drives. This was carried out little further when quality circles or similar groups not only suggested but actually carried out improvements, in a limited manner, and mostly in their own functional sphere of work. Coming back to the organizational structure per-se, every conceivable geometric shape and some inconceivable ones too have been bandied about as the best alternative structure for modern business organizations. There are matrix organizations, bridged ones and those that resemble interpreting circles. Thus, in a typical restructuring exercise, one may flatten the organization, without however allowing it to spread too much while at the same time ensuring that there is no cross functional mismatch but striving to enhance response time without causing an internal backlash.

The ultimate test is survival in the market. What an organization has achieved would probable be far more pertinent than how was it, and whether it was achieved through teams, or a matrix or something else is perhaps of only academic interest. The pyramid has, without doubt had its days of glory and has served its purpose rather well, but has certainly outlived its utility. Though its successor may not have actually stood up to be identified, the traditional pyramidal structure depicting an organizational hierarchy is definitely important. So the next time you come across an organization with a traditional pyramidal hierarchy, look again; it might be full of mummies—of long brain-dead business managers.

Every organization must continually keep in balance the external and internal forces which affect it. Most organizations carry out this balancing process by means of some form of management committee, or board of directors, coordinated by a chief executive. Depending on the type of organization, the board may be two tiered, i.e. having a nonexecutive, policy making body that has been elected by share holders with a second operating executive committee, or it may be a combination of both. This combination of nonexecutive and executive officers provides the mechanism by which the external and internal forces are balanced at the highest level within the organization. The board or committee then provides the policy guidance and directional control for the organizations operating management. The operating management is responsible for the day to day running of the business, usually through a hierarchical structure of subordinate managers down to foremen and supervisors. These managers are then organized divisionally and by departmental disciplines but cannot function independently in a vacuum. In consequence, in almost every organization there are also a number of key subcommittees which, collectively, are responsible for the overall coordination of medium and short-term strategies. The ever constant interplay between the separate functions, particularly in the transfer of data and information, allows the organization to function cohesively. Although no two organizations are identical and their objectives and business emphasis may widely differ, each will nevertheless function in the same way.

ORGANIZATIONAL STRUCTURE IN NURSING

Traditionally, nursing departments have used one of the following structural patterns: bureaucratic, ad hoc, matrix, flat, or various combinations of these. The type of structure used in any health care facility affects communication patterns, relationships, and authority.

Organization means the formal structure of authority calculated to define, distribute, and provide for the coordination of tasks and contributions to the whole.

Each organization has a formal and an informal structure that governs work flow and interpersonal relationship. The formal structure is planned and publicised whereas the informal structure is unplanned and covert.

An organization's formal structure is the official management of positions into patterns of working relationship that coordinate the efforts of workers with diverse tasks and abilities. The formal structure of nursing department should be determined by the nurse executive and nurse managers with input from various nurse specialists. It should support agency goals and nursing philosophy and objectives.

The informal organization structure consists of unofficial relationships among workers that influence work effectiveness. The formal structural diagram is a system of power and control, a map of communication channels, and a scheme for assigning tasks to the most qualified workers. The main purpose of the defining and updating diagram is essential to clarify chain of command, span of control, official communication channel, and liaison links for all department personnel.

Line Organization Structure

Bureaucratic organizational designs are commonly called *line structures* or *line organizations*. Those with staff authority may be referred to as *staff organizations*. Both of these types of organizational structures are found frequently in large health care facilities and usually resemble Weber's original design for effective organizations. Because of most people's familiarity with these structures, there is little stress associated with orienting people to these organizations. In these structures, authority and responsibility are clearly defined, which leads to efficiency and simplicity of relationships.

These formal designs have some disadvantages. They often produce monotony, alienate workers, and make adjusting rapidly to altered circumstances difficult. Another problem with line and line-and-staff structures is their adherence to chain of command communication, which restricts upward communication. Good leaders encourage upward communication to compensate for this disadvantage. However, when line positions are clearly defined, going outgoing outside the chain of command for upward communication is usually inappropriate.

Ad Hoc Design

The *ad hoc design* is a modification of the bureaucratic structure and is sometimes used on a temporary basis to facilitate completion of a project within a formal line organization. The ad hoc structure is a means of overcoming the inflexibility of line structure and serves as a way for professionals to handle the increasingly large amounts of available information. Ad hoc structures use a project team or task approach and are usually disbanded after a project is completed. This structure's disadvantages are decreased strength in the formal chain of command and decreased employee loyalty to the parent organization.

Matrix Structure

A *matrix organization* structure is designed to focus on both product and function. Function is described as all the tasks required to produce the product, and the product is the end result of the function. For example, food patient outcomes are the product, and staff education and adequate staffing may be the functions necessary to produce the outcome.

The matrix organization structure has a formal vertical and horizontal chain of command. Figure 3.7 depicts a matrix organizational structure and shows that the director of maternal child care could report both to a vice president for maternal and women's services (product manager) and a vice president for nursing services (functional manager). Although there are less formal rules and fewer levels of the hierarchy, a matrix structure is not without disadvantages. For example, in this structure, decision making can be slow because of the necessity of information sharing, and it can produce confusion and frustration for workers because of its dual authority hierarchical design. The primary advantage of centralizing expertise is frequently outweighed by the complexity of the communication required in the design.

Service Line Organization

Similar to the matrix design is service line organization, which can be used in some large institutions to address the shortcomings that are endemic to traditional large bureaucratic organizations. *Service lines*, sometimes called *care-centered organizations*, are smaller in scale than a large bureaucratic system. For example, in this organizational design, the overall goals would be determined by the larger organization, but the service line would decide on the processes to be used to achieve the goals.

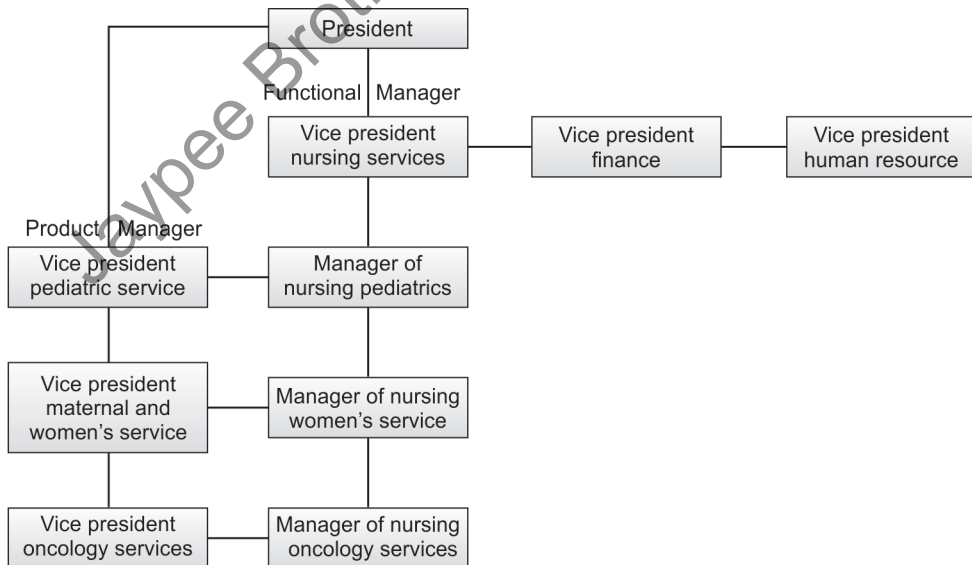


Fig. 3.7: Matrix organizational structure.

Flat Designs

Flat organizational designs are an effort to remove hierarchical layers by flattening the chain of command and decentralizing the organization. In good times, when organizations are financially well off, it is easy to add layers to the organization in order to get the work done, but when the organization begins to feel a financial pinch, they often look at their hierarchy to see where they can cut positions. While there are advantages to a flattened organization, many managers resist such change as it means their workload is greatly increased (McConnell, 2005).

In *flattened organizations*, there continues to be line authority, but because the organizational structure is flattened, more authority and decision making can occur where the work is being carried out. Many managers have difficulty letting go of control, and even very flattened types of structure organizations often retain many characteristics of a bureaucracy.

A purely hierarchical chain of command in which each employee is supervised by and is responsible to a single, clearly identified superior (Fig. 3.8). Pure line structure operation analyzes the principles of classic or traditional, organizational theory, which are:

1. The organization structure should be as simple as possible to facilitate understanding of role relationship.
2. The organization structure should provide clear-cut authority and responsibility for each position.
3. The work of each employee should be confined to a single function, or group of similar functions, because specialization fosters efficiency.
4. The activities and functions of each employee should clearly contribute to achievement of overall goals of organization.
5. Related functions should be grouped under a single supervision.
6. Each worker should take orders from and be accountable to only one supervisor.
7. To ensure horizontal coordination, institutional rules and policies should be formulated by the top administrator.

The line authority is a direct authority exercised by a supervisor over his subordinates and the flow of authority is always downward. In its implicitness, unity of control, better discipline, fixed responsibility, flexibility and prompt decision will be possible.

In practice, in an organization's line functions sometimes we come across lack of specialization, overloading of works, inadequate communication and favoritism.

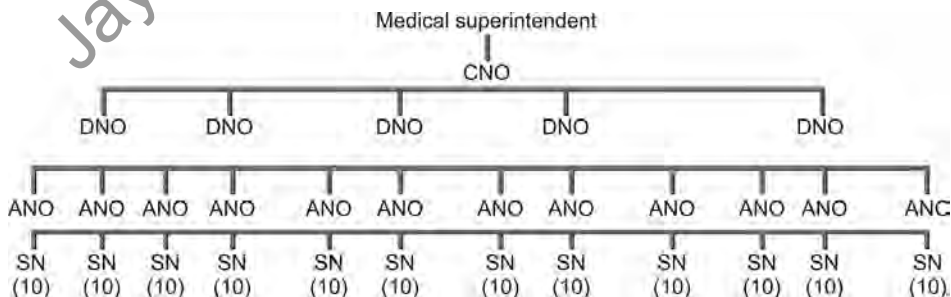


Fig. 3.8: Organization chart.

(CNO—Chief Nursing Officer; DNO—Deputy Nursing Officer;
ANO—Asst. Nursing Officer; SN—Staff Nurses)

Line relationship exists between a superior and the subordinates immediately and directly responsible to him, e.g. in nursing, staff nurses who perform the basic work of the nursing, that is direct patient care. The middle level manager, like head nurses supervisors are responsible for programmed decision-making and direction of day-to-day operation. The nursing personnel at the top CNO or Directors are responsible for nonprogrammed decision-making such as goal setting, program planning and performance evaluation.

Line and Staff Organizations

A staff function is an activity that is separated from the chain of command to permit a high degree of specialization. The staff authority is created for giving specialist advice to the line superiors, and flow of authority is always upward. It has no power in the organization. Staff relations are those which arise where an individual is acting as the representative of a superior. This individual is not vested with authority in her/his own rights but in acting 'for and on behalf of' the person who the authority is vested. A staff officer's specialization confers the status of expert in a narrower sphere of management. A cynical definition of a staff specialist is 'one whose preparation and experience confer more and more knowledge about fewer and fewer subjects. The staff officers serve one of these functions—service, advisor, control, e.g. assistant nursing officer (HN) incharge, in service is a service specialist, who serves line division by orienting and training of staff nurses. An assistant nursing officer who is incharge of planning advises line manager/supervisor in setting goals and planning of method to achieve goals. Like this, staff officer advises the line officers in planning, organising, control and directing and other managerial affairs.

It is believed that the best system to adopt in any progressive and elite organization is the line and staff organization. Here there is a provision for having experts, advice available to management, which in turn increases efficiency of supervisors and also there is chance of advancement to its employees. Here there is a scope for staff need to assume line authority that may lead to frictions, and if they do not give sound advice leads to problems, which hinders the attainment of objectives properly.

Functional Organization

Functional organization is a system of organization in which functional departments are created at the institutional level to deal with the problems of concerned at each successful level, e.g. in a hospital (Fig. 3.9).

Thus, line and staff organization is that key management functions that the chief executive has neither skill or time to execute well, are delegated to functional experts who can devote full time to the assigned function without being distracted by responsibilities of day-to-day management of personnel and material.

A nursing organization increases in size, it may evolve from a pure line, to a line and staff and finally to the functionalised line and staff structure. In functional line and staff organization, the expert is responsible for a specified management function such as staffing, policies, quality improvement, or staff development, has authority to command line managers to implement needed actions that relate to the expert's specified functions.

There have been several changes taking place in the health care delivery systems. It

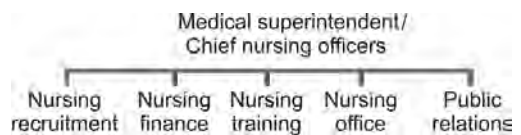


Fig. 3.9: Functional organization chart.

made the line, line and staff as functionalised line and staff structures are less effective. Due to these developments, a new type of formal organization structure “Adhocracy” or matrix structure, has been adopted by more innovative nursing organizations. Matrix organization is a relatively flat hierarchical structure in which a constantly changing projects team organization is superimposed on a fully functionalised line and staff organization structure.

DECISION MAKING WITHIN THE ORGANIZATIONAL HIERARCHY

The decision-making hierarchy, or pyramid, is often referred to as a *scalar chain*. By reviewing the organization chart, it is possible to determine where decisions are made within the management hierarchy. Although every manager has some decision-making authority, its type and level are determined by the manager’s position on the chart.

In organizations with *centralized decision making*, a few managers at the top of the hierarchy make the decisions. *Decentralized decision making* diffuses decision making throughout the organization and allows problems to be solved by the lowest practical managerial level. Often, this means that problems can be solved at the level at which they occur, which has the potential to improve quality care outcomes and increase organizational efficiency (Caramanica, 2004). As a rule, larger organizations benefit from decentralized decision making.

In general, the larger the organization, the greater the need to decentralize decision making.

Decision making needs to be decentralized in large organizations because the complex questions that must be answered can best be addressed by a variety of people with distinct areas of expertise. Leaving such decisions in a large organization to a few managers burdens those managers tremendously and could result in devastating delays in decision making.

STAKEHOLDERS

Stakeholders are those entities in an organization’s environment that play a role in the organization’s health and performance or that are affected by the organization. Stakeholders may be both internal and external, they may include individuals and large groups, and they may have shared goals or diverse goals. *Internal stakeholders*, for example, may include the nurse in a hospital or the dietitian in a nursing home. Examples of *external stakeholders* for an acute-care hospital might be the local school of nursing, home health agencies, and managed care providers who contract with consumers in the area. Even the Chamber of Commerce in a city could be considered a stakeholder for a health care organization.

Every organization should be viewed as being part of a greater community of stakeholders.

Stakeholders have interests in what the organization does but may or may not have the power to influence the organization to protect their interests. Stakeholders’ interests are varied, however, and their interests may coincide on some issues and not others. Organizations do not choose their own stakeholders; rather, the stakeholders choose to have a stake in the organizations’ decisions. Stakeholders may have a supportive or threatening influence on organizational decision making. For many decisions an organization makes, it may face a diverse set of stakeholders with varied and conflicting interest and goals.

A *stakeholder analysis* is an important aspect of the management process. Such an analysis should be performed when there is a need to clarify the consequences of decisions and changes. In addition to identifying stakeholders who will be impacted by a change, it is necessary to prioritize them and determine their influence. Waymack (2005) maintains that identifying

stakeholders is a critical step in organizational change because it helps organizations develop a communication plan to meet the needs of each group of stakeholders. Astute leaders and managers, then, must always be cognizant of who their stakeholders are, how they may be connected, and the opportunities for positive collaboration to achieve the organization’s mission (Lockyer, 2005). A depiction of some possible stakeholders for a local community hospital appears as given below.

Examples of Stakeholders in a Community Hospital

| External Stakeholders | Internal Stakeholders |
|--------------------------------|-----------------------|
| Local businesses | Hospital employees |
| Area colleges and universities | Physicians |
| Insurance companies and HMOs | Patients |
| Community leaders | Patients’ families |
| Unions | Union shop stewards |
| Professional organizations | Board of directors |

Organization (Figs 3.10 to 3.12) is the diagrammatic representation of the different positions in the hierarchy of an institution, showing the channels of communication and the formal lines of authority among these positions. In other words, it gives the executives and the employees or the managers and the subordinates a bird’s eye view of:

- The relationship between the various departments and divisions.
- As well as those that exist between the different position in the management levels and grassroots level employees in an organization.
- It also provides opportunity to all, from the top level administrators to the work force, to understand their positions, roles and to whom they are accountable and/or are answerable.

The characteristics of organization chart will include:

- It must be a diagrammatic presentation.
- It must denote the principal lines of authority between different positions within the enterprise.
- It must show the interrelationship between various functions and authority positions.

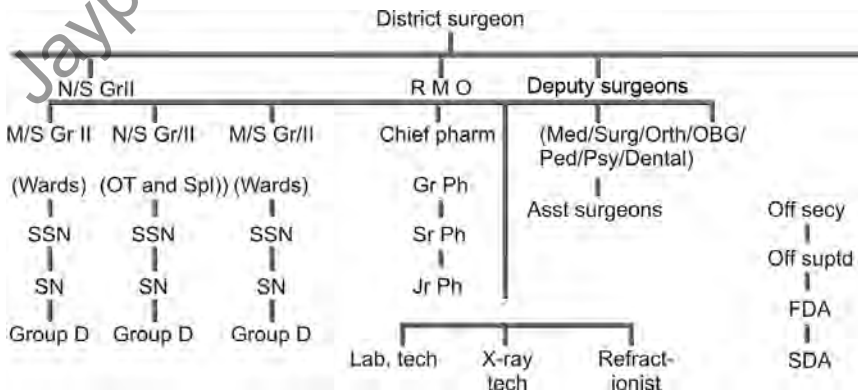


Fig. 3.10: Organization chart of District McGann Hospital, Shimoga.

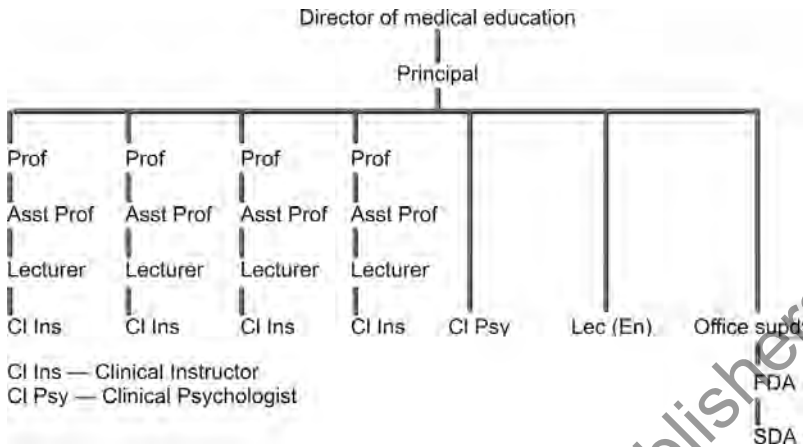


Fig. 3.11: Organization chart of Govt. College of Nursing, Bengaluru.

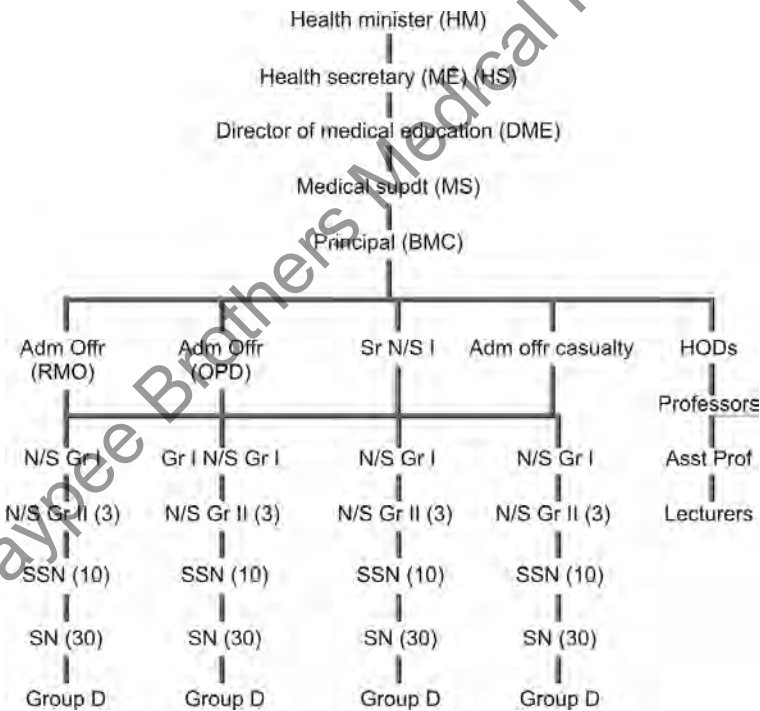


Fig. 3.12: Organization chart of Victoria Hospital, Bengaluru.

- It must denote the channels of communication between the various position and between the executives and the subordinates.
- It serves as a tool for the management and enables each employee for his/her placement and relationships in the organization.

- It serves as an employees, to whom they are accountable and answerable.
- It provides basis for classification of personnel and evaluation system, where it plays role of detecting deficiencies and inconsistencies.

LIMITATIONS OF ORGANIZATION CHARTS

Because organization charts show only formal relationships, what they can reveal about an institution is limited. The chart does not show the informal structure of the organization. Every institution has in place a dynamic informal structure that can be powerful and motivating. Knowledgeable leaders never underestimate its importance because the informal structure includes employees' interpersonal relationships, the formation of primary and secondary groups, and the identification of group leaders without formal authority. The informal structure, known as the *grapevine*, also, leaders, and channels.

These groups are important in organizations because they provide workers with a feeling of belonging. They also have a great deal of power in an organization; they can either facilitate or sabotage planned change. Their ability to determine a unit's norms and acceptable behavior has a great deal to do with the socialization of new employees. Informal leaders are frequently found among long-term employees or people in select *gatekeeping positions*, such as the CNO's secretary. Frequently, the informal organization evolves from social activities or from relationships that develop outside the work environment.

Organization charts also are limited in their ability to depict each line position's degree of authority. Equating status with authority frequently causes confusion. The distance from the top of the organizational hierarchy usually determines the degree of status: the closer to the top, the higher the status. Status also is influenced by skill, education, specialization, level of responsibility, autonomy, and salary accorded a position. People frequently have status with little accompanying authority.

Because organizations are dynamic environments, an organization chart becomes obsolete very quickly. It also is possible that the organization chart may depict how things are supposed to be, when in reality, the organization is still functioning under an old structure because employees have not yet accepted new lines of authority. Another limitation of the organization chart is that although it defines authority, it does not define responsibility and accountability. The manager should understand the interrelationships and differences among these three terms.

Authority is defined as the official power to act. It is power given by the organization to direct the work of other. A manager may have the authority to hire, fire, or discipline others. Because the use of authority, power building, and political awareness are so important to functioning effectively in any structure.

A *responsibility* is a duty or an assignment. It is the implementation of a job. For example, a responsibility common to many charge nurses is establishing the unit's daily patient care assignment. Managers should always be assigned responsibilities with concomitant authority. If authority is not commensurate to the responsibility, role confusion occurs for everyone involved. For example, supervisors may have the responsibility of maintaining high professional care standards among their staff. If the manager is not given the authority to discipline employees as needed, however, this responsibility is virtually impossible to implement.

Accountability is similar to responsibility, but it is internalized. Thus, to be accountable means that individuals agree to be morally responsible for the consequences of their actions. Therefore, one individual cannot be accountable for another. Society holds us accountable for our assigned responsibilities, and people are expected to accept the consequences of their actions. A nurse who reports a medication error is being accountable for the responsibilities inherent in the position.

ADVANTAGES OF ORGANIZATION CHART

- Maps lines of decision-making authority.
- Helps people to understand their assignments and those of their coworker.
- Reveals to managers and new personnel how they fit into the organization.
- Contributes to sound organizational structure.
- Shows formal lines of communication.

DISADVANTAGES OF ORGANIZATION CHART

- Shows only formal relationship.
- Does not indicate degree of authority.
- May show things as they are supposed to be or used to be rather than as they are.
- Possibility exists of confusion, authority with status.

Organization chart is a picture of an organization. The knowledgeable manager can derive much information by reading the chart. It can help to identify roles and their expectations. Organization chart defines formal relationships within the institution. Formal relationships, lines of communication and authority are depicted on a chart by unbroken lines. These line positions can be shown by either horizontal or vertical unbroken lines. Horizontal unbroken lines represent communication between individuals with similar spheres of responsibility and power, but different functions. Vertical unbroken lines between positions denote the official chain of command, the formal paths of communication and authority. Those having greatest decision-making and authority are located at the top; those with the least are at the bottom. The level of position on the chart also signifies power and status. Dotted or broken lines on the organization chart represent 'staff' positions. Because these positions are advisory, a staff member provides information and assistance to manager but has limited organizational authority, used to increase his or her sphere of influence, staff positions enable a manager to handle more activities and interactions than would otherwise be possible. These positions also provide for specialization that would be impossible for any manager to achieve alone. Advisory (staff) positions do not have inherent legitimate authority.

Management of Nursing Services and Education

Salient Features

- Based on the course and curriculum described by the INC for BSc Nursing.
- An attempt has been made to give enough exposure to nursing students for better understanding of the concept of the management of nursing services and nursing education
- Has been organized into 15 chapters and the text is flowed sequentially to cover and fulfill the requirements of the students as per their syllabus
- Every attempt has been made to maintain simplicity and lucidity of language and style to grasp the subject matter very clearly and easily.

BT Basavanthappa MSc (N) PhD (N) is a renowned author with over 45 years of service and an academician. He attained superannuation from the Government Service in Karnataka as Principal of Government College of Nursing, Bengaluru in 2006, following which he has served as Professor and Principal of Rajarajeswari College of Nursing, Bengaluru. He did BSc Nursing (1978), Master of Nursing (1988), PhD Nursing (1993). He is the first person who earned and was awarded PhD Nursing in the state of Karnataka.

He has taught various specialties of Nursing at undergraduate and Postgraduate level, and is a recognized PhD guide of some Indian Universities. He has also published more than 25 popular titles in Nursing and has held various positions in Nurses Association and Government Employees Associations. He takes out as a matter of pride to shoulder any responsibility in the interest of Nursing Profession.

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