

# ORGANIZING



NURSING MANAGEMENT FUNCTION  
NURSING MANAGEMENT PROCESS



- MRS.CHANDRALEKHA.K
- PROFESSOR,
- ICON

# Objectives



- At the end of this lecture student will be able to:
- Define organization
- List elements of organization
- Discuss importance of organization
- Mention of characteristics of organization chart
- Discuss pattern of organization
- Define job description
- List purposes of job description
- Mention of uses of job description
-

# Nursing management

## - ORGANIZING -



- In the organizing phase, relationships are defined, procedures are outlined, equipment is readied, and tasks are assigned.
- Organizing also involves establishing a formal structure that provides the best possible coordination or use of resources to accomplish unit objectives.

# Nursing management - ORGANIZING -

- ELEMENTS OF ORGANIZING
  1. Organizational Structure
  2. Developing job descriptions
  3. Staffing
  4. Scheduling



# Organizing



- *Organizational structure refers to the way in which a group is formed, its lines of communication, and its means for channeling authority and making decisions.*
- It clarifies the formal relationships of individuals in the various positions within the organization

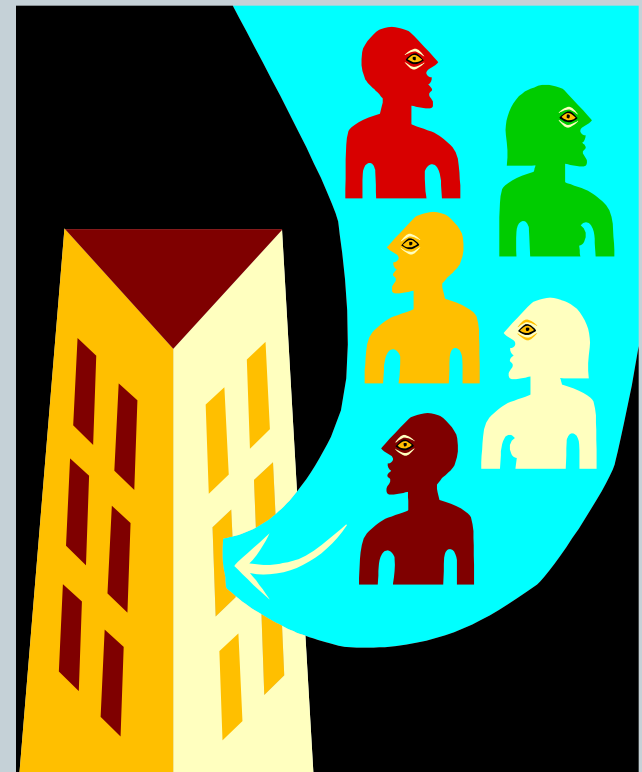
# Importance of organizational structure



- It enables members what their responsibilities
- It frees the manager and the individual workers to concentrate on their respective roles and responsibilities
- It Coordinates all organization activities so there is minimal duplication of effort or conflict.
- Avoids overlapping of function because it pinpoints responsibilities.
- Shows to whom and for whom they are responsible

# ORGANIZATIONAL RELATIONSHIP

1. FORMAL RELATIONS
2. INFORMAL RELATIONS



# ORGANIZATIONAL RELATIONSHIP



## 1. FORMAL RELATIONS

**Formal structure, through departmentalization and work division, provides a framework for defining managerial authority, responsibility and accountability..**



# ORGANIZATIONAL RELATIONSHIP

## 2. INFORMAL RELATIONS

- **Informal structure is generally social, with blurred or shifting lines of authority and accountability.**



# ORGANIZATIONAL CHART



Organizational chart is a line drawing that shows how the parts of an organization are linked.

- The organization chart establishes the following:
- ■ Formal lines of authority—the official power to act
- ■ Responsibility—the duty or assignment
- ■ Accountability—the moral responsibility



- *Authority is defined as the official power to act. It is power given by the organization to direct the work of others.*
- A manager may have the authority to hire, fire, or discipline others.
- *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*



- *Accountability* means that individuals agree to be morally responsible for the consequences of their actions.
- A nurse who reports a medication error is being accountable for the responsibilities inherent in the position.



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# Five Major Characteristics of an Organizational Chart



- Division of Work
- Chain of Command
- Type of Work
- Span of control
- Unity of command
- Levels of Management



- **Chain of command**
- It is a formal line of authority and communication within the organization and the structure. demonstrates who formally reports to whom within the organization. The vertical lines in the chart represent chain of command.



- **Unity of Command**
- The concept of unity of command is that each person on the organization chart has one manager or one boss.



- **Span of Control**
- **Span of control means the number of individuals a person is responsible for managing .A wide span of control indicates that many people are reporting to a manager, and a narrow span of control indicates that only a few people are reporting to the manager.**

# Patterns of Organizational Structure



- Tall or Centralized Structure
- Flat or Decentralized Structure



# TALL OR CENTRALIZED STRUCTURE



## **BUREAUCRACY**

- Decision making and power are held by a few people within the top level.
- Each person who has some power and authority is responsible for only a few people. There are many layers of departments

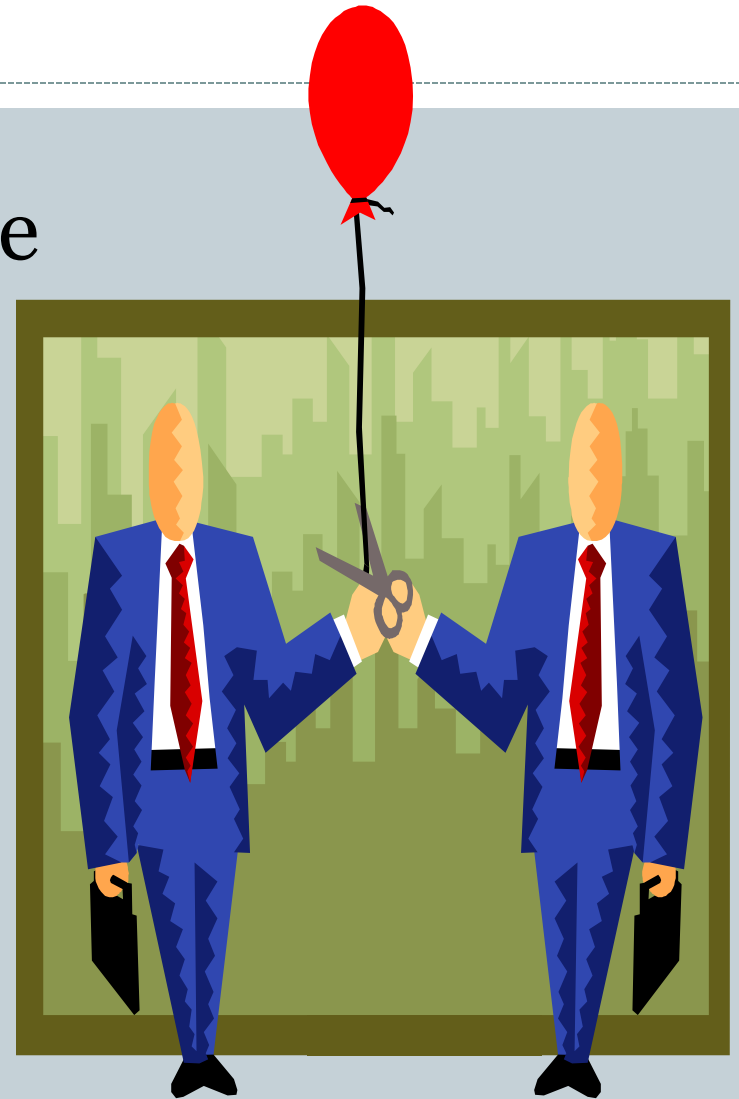




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# Flat or Decentralized Structures

- The decentralized structure is flat in nature, and organizational power is spread out throughout the structure. There are few layers in the reporting structure, and managers have a broad span of control.





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# Flat or Decentralized Structure



- Advantages
- Communication patterns are simplified, problems tend to be addressed with ease and efficiency.
- Employees have autonomy and increased job satisfaction within this type of structure

- Disadvantages
- Supervisor spend less time with each worker
- Supervisors may lack expertise in the variety of operations and may end up making inappropriate decisions

## **Job descriptions**

- **It is a written statements, found in policy manuals that describe the duties and functions of the various jobs within the organization.**
- **They outline the scope of authority, responsibility, and accountability involved in each position.**

# Job descriptions



- It should provide
  1. the broad general guidelines under which the individual will function
  2. the basis for performance evaluation of the person working in that role

# Contents of a Job Description



- 1. Identifying Data
- 2. Job Summary
- 3. Qualification Requirements

# Uses of Job Description



- 1. For recruitment and selection of qualified personnel
- 2. To orient new employees to their jobs
- 3. For job placement, transfer or dismissal
- 4. As an aid in evaluating the performance of an employee

# Uses of Job Description



- 5. For budgetary purposes
- 6. For determining departmental functions and relationships to help define the organizational structure
- 7. To serve as channel of communication.

# Uses of Job Description



- 8. For classifying levels of nursing functions according to skill levels required.
- 9. To identify training needs
- 10. As basis for staffing

**END**

