

MANAGEMENT

What is management?

Management is the art of getting things done through people in order to achieve stated organizational objectives.

Management is also the systematic process involving planning, organizing, staffing, leading and controlling the efforts of organizational members and using all other resources to achieve stated organizational objectives.

- There are six main resources in an organization (6M)
 - 1. Money
 - 2. Manpower
 - 3. Machines
 - 4. Materials
 - 5. Management (methods)
 - 6. Minutes (time)
- Management is also defined as the process by which resources are mobilized, combined and coordinated effectively to achieve organizational objectives.
- It is a process that utilizes organizational resources in the most effective and efficient manner, in order to attain stated organizational objectives.

Efficiency and Effectiveness

- **Efficiency** in management refers to optimal utilization of organization resources with minimal wastage.
- It is also the relationship between achieving objectives and consumption of resources.
- **Effectiveness** refers to attaining specific organizational goals that are timely and challenging.
- It is also an outcome measure of the interventions that improve peoples health under ordinary circumstances and in ordinary settings.

Management versus Administration

- Administration is part of management work but more concerned with execution.
- A manager is said to be performing administrative work when he/she is involved in interpreting policies of the organization and putting into plans and having those plans implemented.
- At every level of management, managers perform some work which involves execution or “doing” which is one that completes the administrative process.
- Therefore administration is the total of planning, organizing, controlling, coordinating and also operating work.

Who is a manager?

- This is an individual employed by an organization who is responsible and accountable for efficiently accomplishing the goals of the organization.
- Managers focus on coordinating and integrating resources using the functions of planning, organizing, supervising, staffing, evaluating, negotiating and representing

Characteristics of a manager

- Managers have assigned positions within a formal organization.
- They have legitimate source of power due to delegated authority that accompanies their position.
- They direct willing and unwilling subordinates.
- Since managers work in a formal organization, they have a greater formal responsibility and accountability for rationality and control than leaders.
- They are also expected to carry out specific functions, and responsibilities.
- Managers also manipulate people, the environment, money, time, and other resources to achieve organizational goals
- Managers work at various levels in an organization. The number of levels will depend on the size of the organization. Generally three levels of management are used

Levels of management

- **First level management:**
- The first level managers are also referred as first line managers they are responsible for supervising the work of non-managerial personnel and the day to day activities of a specific work units or ward.
- They are the lowest level. In a hospital, setting these would include, ward In-charge. They are responsible for clinical practice, assigning staff to patients, interfacing with the public, patient care delivery
- Personnel development, ensuring compliance with regulatory and professional standards, maintaining discipline and motivating staff to achieve the organizational goals.
- First level managers are also responsible for fostering inter-disciplinary, collaborative and strategic planning

2. Middle level Management:

- The middle level managers supervise a number of first level managers usually with related specialties or in a given geographical area.
- They have a 24hr responsibility for their defined area.
- Typically middle level managers act as liaison between upper management and first level managers.
- They are responsible for implementing the policies and plans developed by top managers. They also supervise and coordinate the activities of first line managers
- A middle level manager maybe referred as a supervisor, director or assistant director. This group constitutes the largest group of managers

3. Upper level management (top managers):

- This refers to top executives (such as Chief Nurse, rco) to whom the middle managers report.
- They are responsible for establishing organizational goals and strategic plans for the entire organization and operating policies for the entire division
- They also ensure integration of work units to achieve the organization mission and buffering the effects of the external environment on workers within the organization.
- Top managers are relatively a small group

Management roles

- According to Henry Mintzberg he identified 10 roles of management and divided them into 3 categories
- **Interpersonal roles:**
- 1. Figure head role: symbolizes the organization or department and performs ceremonial duties
- 2. Leader: determines the Mission and Objectives of the organization and sees that they are accomplished effectively. He hires, trains and motivates employees and encourages them to do better
- 3. Liaison role: Involves networking with outside organizations, expanding information sources, like conferences, professional meetings etc. Acts as a link between people, groups or organizations within and without the organization

Informational role:

- 4. Monitor: As a monitor, the manager informally seeks information about the organization through internal networks, gossips, and observations. (Get information useful to organization). He/she tours of the organization and holds formal and informal meetings to provide information about the needs of the organization
- 5. Disseminator: A manager is a link in the organization chain of command. He shares information from outside the organization and between work units (sharing information improves job satisfaction)
- 6. Spokes person: The manager shares information with individuals outside the organization, attends meetings, offering continuing education and participates in professional organizations

Decisional Roles:

- 7. The entrepreneur: The manager looks for profitable investments for the organization to improve its performance (start a school of nursing)
- 8. Resource allocator; Managers schedule their own time (work plan). They decide how resources are distributed and with whom he will work most closely with
- 9. Negotiator; Enters into negotiation with other parties e.g. to enter into a long term relationship with a supplier
- 10. Disturbance handler: Responds to unforeseen circumstances eg. Replacement of a sick staff, missing equipment, disease outbreaks (shift staffs)

ATTRIBUTES AND QUALITIES OF A MANAGER

- • Technical competence
- • Social & human skills
- • Conceptual ability