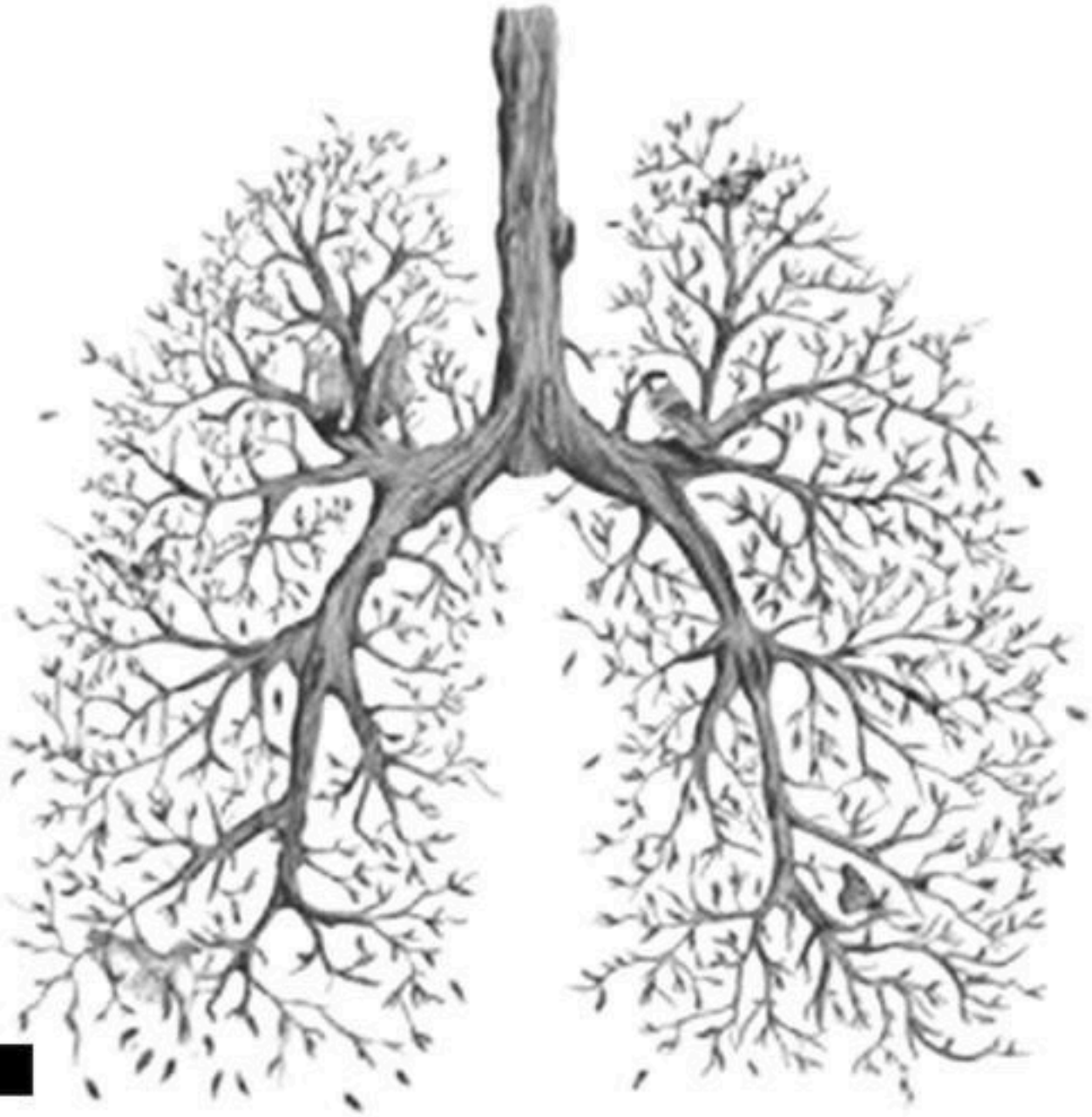


By Mohamed F. Abu Alia



Medical Committee  
The University of Jordan

# Community Medicine



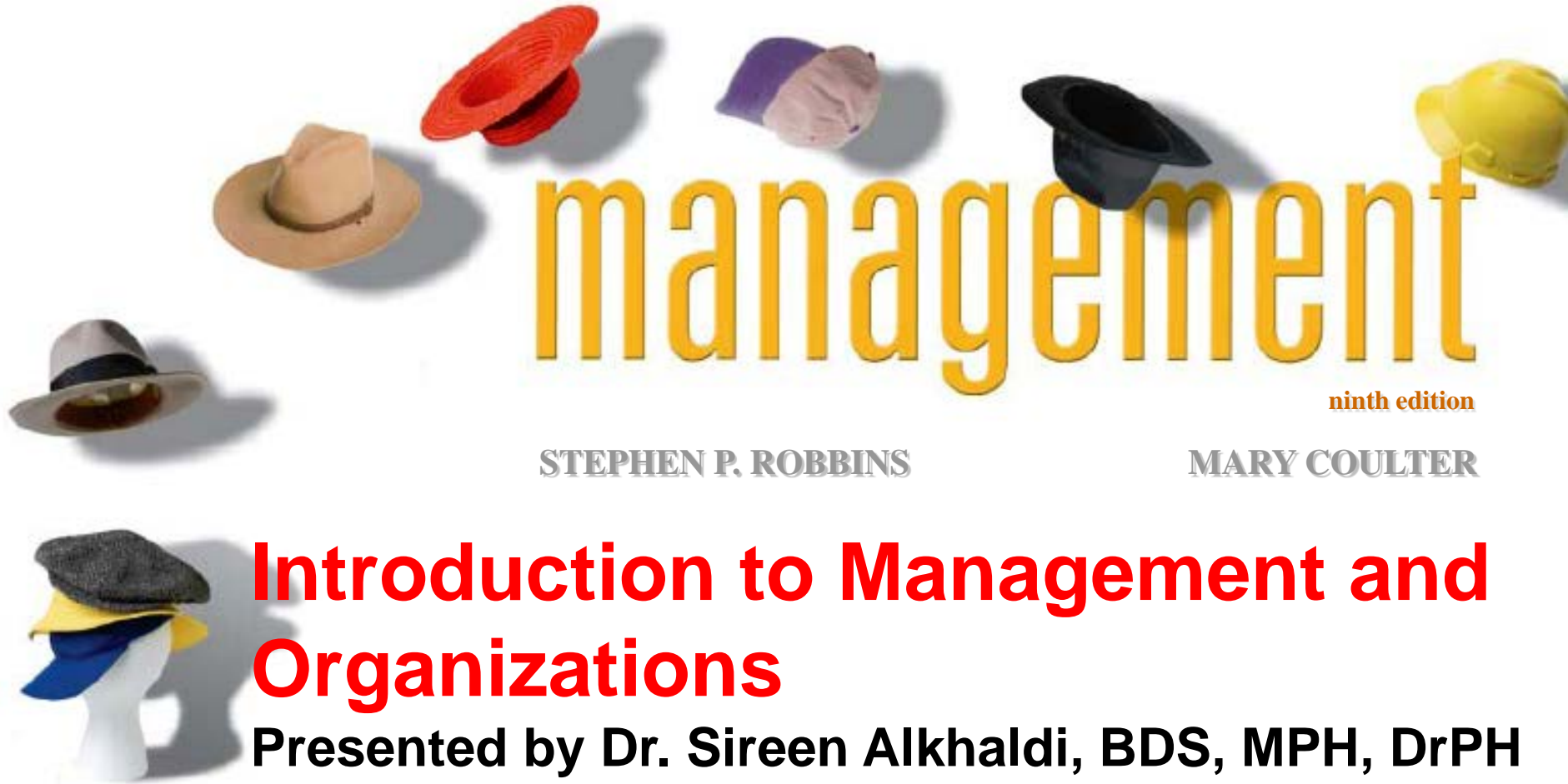
Slides

Sheet

Slide #: 8

Doctor: Sireen Al-Khalidi

Date:



# management

ninth edition

STEPHEN P. ROBBINS

MARY COULTER

## Introduction to Management and Organizations

**Presented by Dr. Sireen Alkhalidi, BDS, MPH, DrPH  
Community Medicine Course  
Faculty of Medicine, The University of Jordan  
First Semester 2014 / 2015**

# Organizing

Once Managers are done planning, then what?

This is when managers need to begin to “work the plan”, and define what work needs to get done, and create structure that enables those work activities to be completed effectively and efficiently.

The first step in doing that involves designing an appropriate organizational structure.

# Organizing

## Organizational Structure

The formal arrangement of jobs within an organization. It can be shown visually in an organizational chart.

## Organizational Design

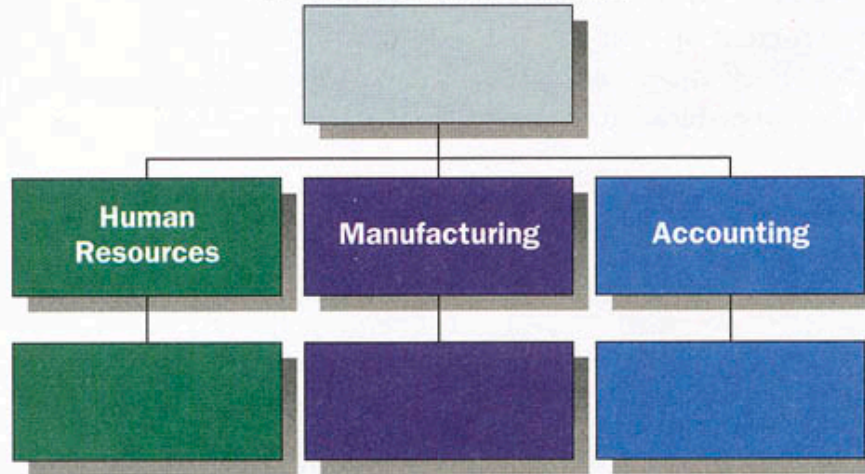
When managers create structure, they are engaged in **Organizational Design**, A process involving decisions about six key elements:

- ❖ **Work specialization**
- ❖ **Departmentalization**
- ❖ **Chain of command**
- ❖ **Span of control**
- ❖ **Centralization and decentralization**
- ❖ **Formalization**

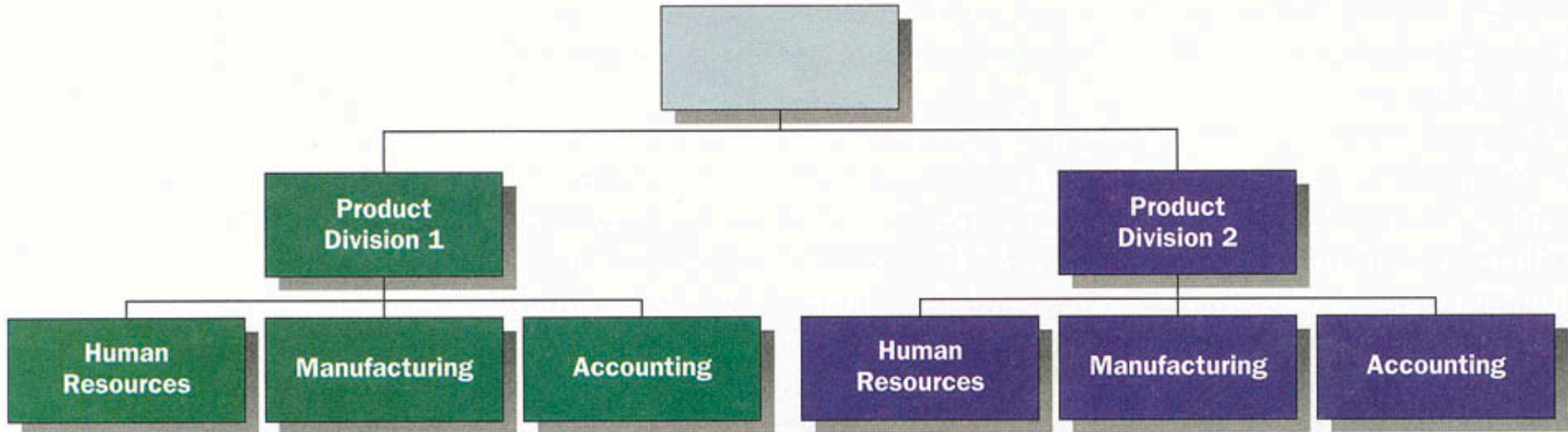
# Common Forms of Departmentalization

- Functional structure
- Divisional structure
- Matrix structure
- Team-based structure
- Network

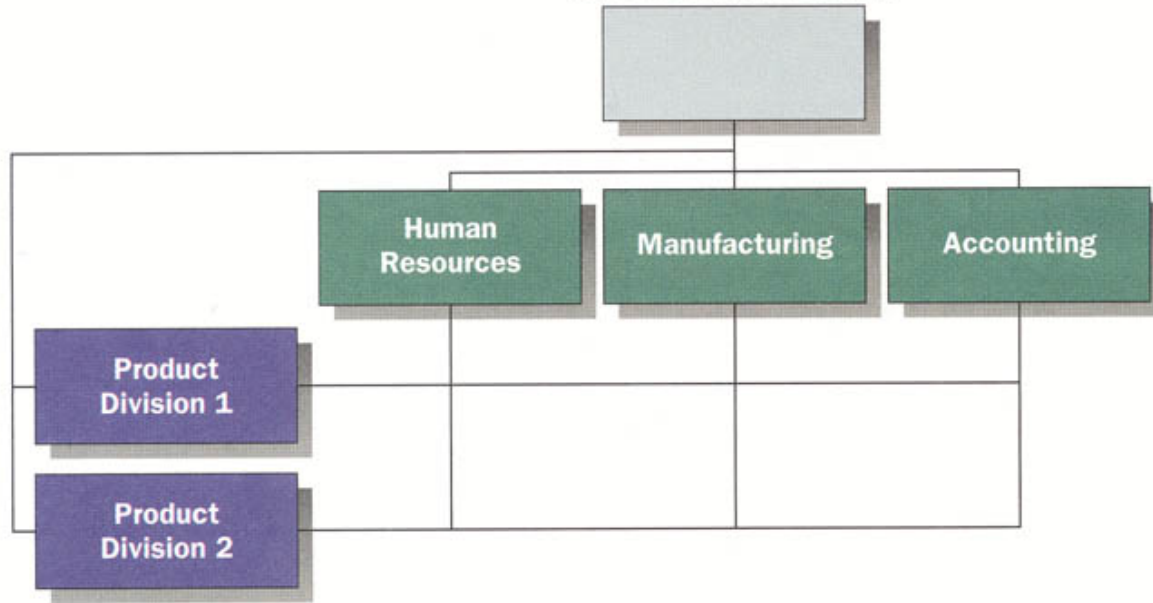
### 1. Vertical Functional



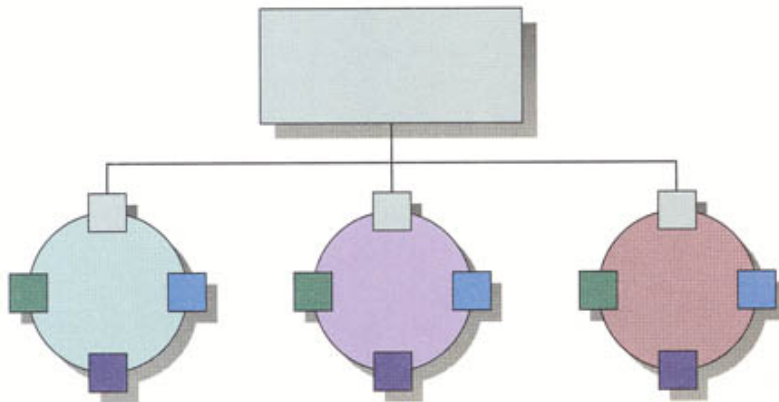
### 2. Divisional



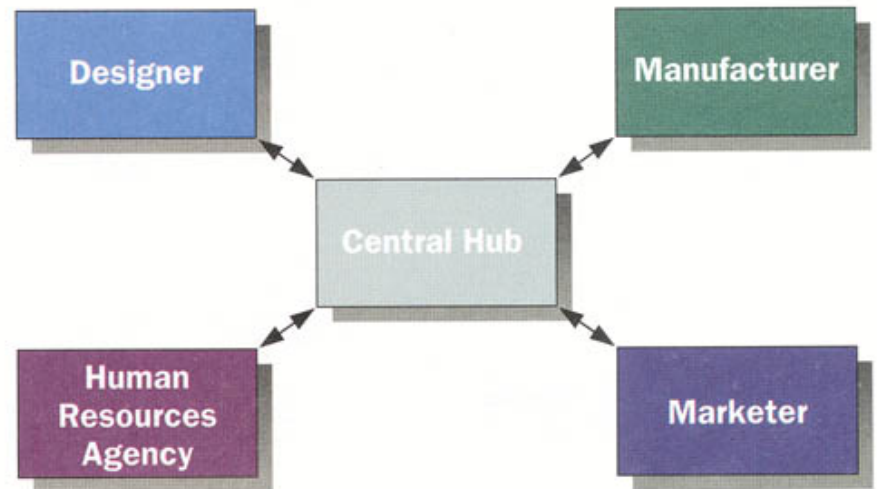
### 3. Horizontal Matrix



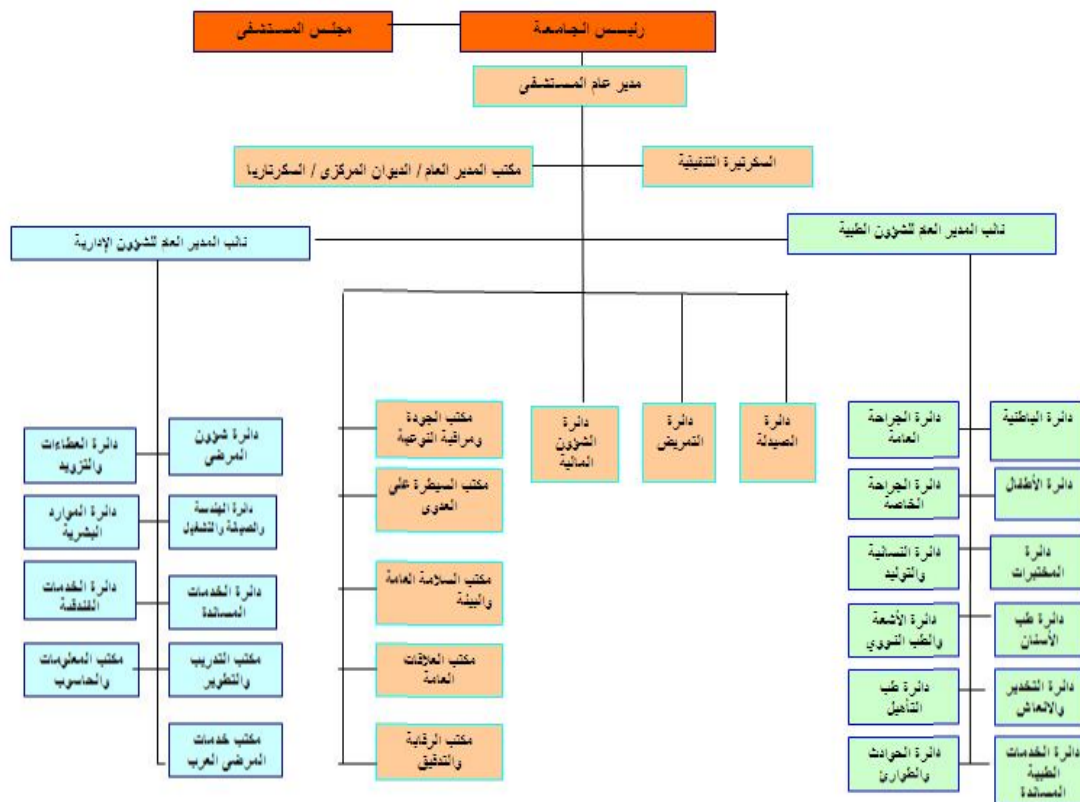
### 4. Team-Based



### 5. Network



# Organizational Structure of JU Hospital





# Managing Human Resources

Necessary part of the organizing function of management:  
**Selecting, training, and evaluating** the work force.

## Human Resource Planning

The process by which managers ensure that they have the right number and kinds of people in the right places, and at the right times, who are capable of effectively and efficiently performing their tasks.

- Helps avoid sudden talent shortages and surpluses.
- Steps in HR planning:
  - ❖ Assessing current human resources
  - ❖ Assessing future needs for human resources
  - ❖ Developing a program to meet those future needs

# Leadership

The ability to influence people toward the attainment of organizational goals.

Leadership is reciprocal, occurring among people (both ways).

Leadership is a “people” activity, distinct from administrative paper shuffling or problem-solving activities.

# Leader versus Manager Qualities

## **SOUL**

**Visionary**

**Passionate**

**Creative**

**Flexible**

**Inspiring**

**Innovative**

**Courageous**

**Imaginative**

**Experimental**

**Initiates change**

**Personal power**

## **MIND**

**Rational**

**Consulting**

**Persistent**

**Problem solving**

**Tough-minded**

**Analytical**

**Structured**

**Deliberate**

**Authoritative**

**Stabilizing**

**Position power**

Source: Genevieve Capowski, "Anatomy of a Leader: Where Are the Leaders of Tomorrow?" Management Review, March 1994, 12

# Basics of Leadership

A leader does the following:

Give people a reason to come to work.

Help them to develop a passion for their work

Instill in them a sense of commitment to their colleagues

Develop their sense of responsibility to customers

Be loyal to the organization's people

# Organizational Behavior (OB)

Employees and managers bring their individual differences to work each day. They do not leave their life behind.

Differences in attitudes, values, personality, and behavior influence

- how people interpret an assignment,
- whether they like to be told what to do
- how they handle challenges
- how they interact with others

# Important Employee Behaviors

## 1. Employee Productivity

- A performance measure of both efficiency and effectiveness

## 2. Absenteeism

- The failure to report to work when expected

## 3. Turnover

- The voluntary and involuntary permanent withdrawal from an organization



# Important Employee Behaviors

## 4. Organizational Citizenship Behavior (OCB)

Work behavior that goes beyond job requirements and contributes as needed to the organization's success

- Being helpful to coworkers and customers
- Doing extra work when necessary
- Looking for ways to improve products & procedures

## 5. Job Satisfaction

- The individual's general attitude toward his or her job



# Psychological Factors Affecting Employee Behavior





# Attitude

Cognitive and affective evaluation that predisposes a person to act in a certain way

Attitudes determine how people

- Perceive the work environment
- Interact with others
- Behave on the job

# Attitude

Cognitive...thoughts...

"My job is interesting."

Affective...feelings...  
"I love my job."



Behavioral...intention to act...  
"I'm going to get to work early  
with a smile on my face."

**Attitude: Job Satisfaction**

# Personality

## Personality

- The unique combination of psychological characteristics (measurable traits) that affect how a person reacts and interacts with others.



# Perception

## Perception

A process by which individuals give meaning (reality) to their environment by organizing and interpreting their sensory impressions.

## Factors influencing perception:

- The perceiver's personal characteristics—interests, biases and expectations
- The target's characteristics—distinctiveness, contrast, and similarity
- The situation (context) factors—place, time, location—draw attention or distract from the target

# Motivation

**One secret for success in organizations is motivated and enthusiastic employees**

# What Is Motivation?

Need.....Behavior.....Rewards

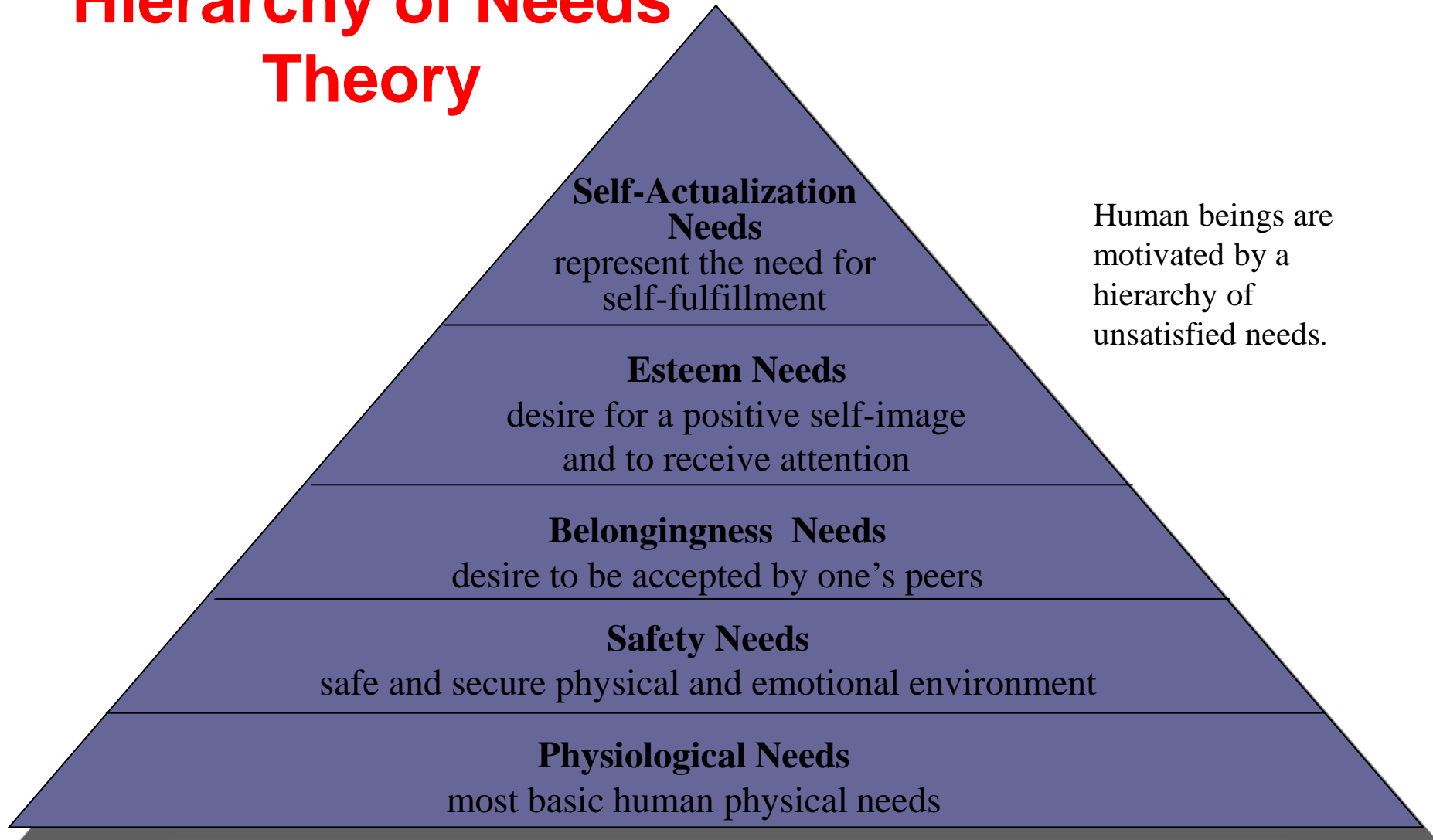
Need: creates desire to fulfill needs

Behavior: results in actions to fulfill needs

Rewards: satisfy needs, intrinsic or extrinsic

An unsatisfied need creates tension which results in an individual's efforts to satisfy the need.

# Abraham Maslow's Hierarchy of Needs Theory



Human beings are motivated by a hierarchy of unsatisfied needs.

# From Theory to Practice: Guidelines for **Motivating** Employees

**Recognize individual differences**

**Match people to jobs**

**Use goals**

**Ensure that goals are perceived as attainable**

**Individualize rewards**

**Link rewards to performance**

**Check the system for equity**

**Use recognition**

**Don't ignore money**



# Controlling

- The process of monitoring activities to ensure that they are being accomplished as planned, and correcting any significant deviations.

## The Process of Control

1. Measuring actual performance.
2. Comparing actual performance against a standard.
3. Taking action to correct deviations or inadequate standards.

# Measuring: How and What We Measure

## Sources of Information

- **Personal observation**
- **Statistical reports**
- **Oral reports**
- **Written reports**

## Control Criteria

- **Employees**
  - ❖ **Satisfaction**
  - ❖ **Turnover**
  - ❖ **Absenteeism**
- **Budgets**
  - ❖ **Costs**
  - ❖ **Output**
  - ❖ **Sales**

# Tools for Controlling Organizational Performance

## Feedforward Control

- A control that prevents anticipated problems before actual occurrences of the problem.

## Concurrent Control

- A control that takes place while the monitored activity is in progress (Direct supervision: management by walking around.)

## Feedback Control

- A control that takes place after an activity is done.
  - ❖ Corrective action is after-the-fact, when the problem has already occurred.

# Organizational Control Focus

