Leadership and Management for Nursing students

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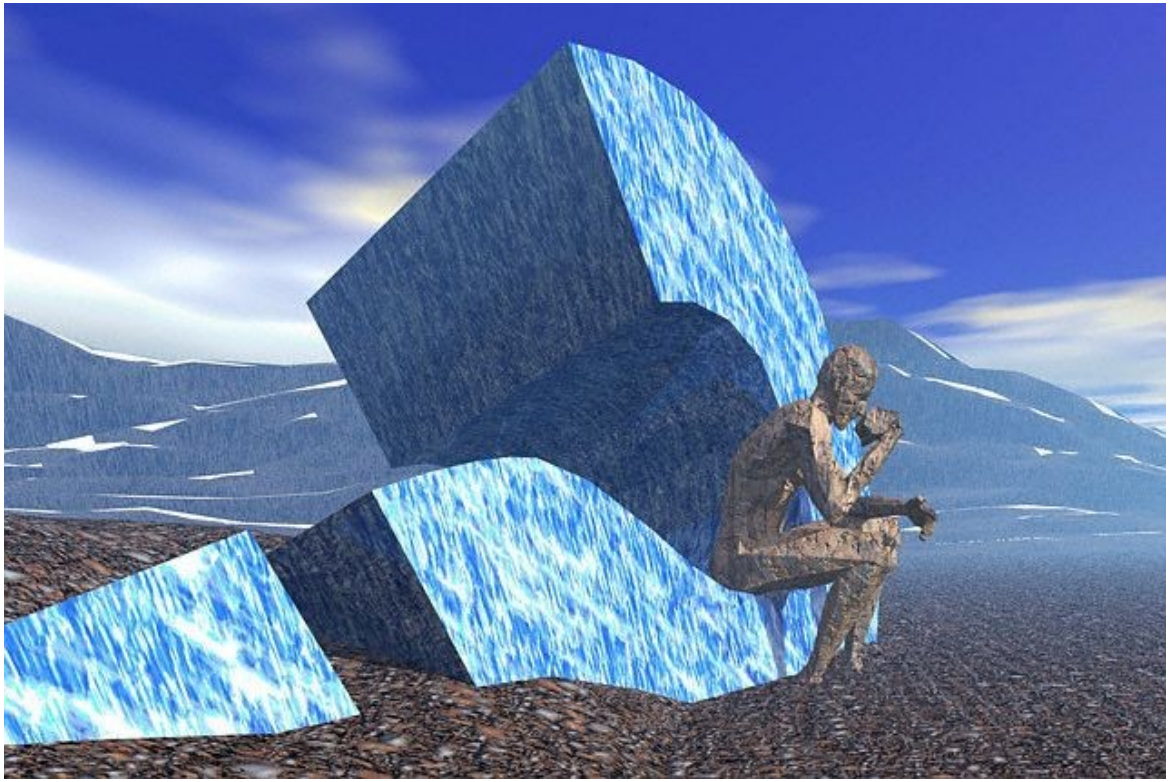
Learning Objectives

- Define management and nursing management
- List the three levels of management
- Describe the three management skills
- Explain the role of managers in an organization
- Describe the competencies needed in Managerial Work
- Discuss the components of the health service model

Managing for Success in

Health Care Delivery



What can we do?

Unit One : Introduction

DEFINATIONS OF TERMS

Health

There are many ways to think about the health of human beings

-The absence of disease

-WHO, (1975) defined: A state of complete physical, mental, and social well-being, not merely the absence of disease or infirmity

Health care: - Is the total effort, undertaken in the private and public sectors, focused on pursuing health

- **Health services:-** Are specific activities undertaken to maintain or improve health or to prevent health problems

Health care could be

-Preventive

-Curative or

-Rehabilitative in nature

HSOs:- Organizational structure within which the delivery of health services is directed to consumers

Health System:- Are formally linked HSOs, possibly including financial arrangements, joined together to provide more coordinated & comprehensive health services

Manager: A person who is responsible for directing the efforts aimed at achieving organizational goals

Goal: A purpose/ broad aim that an organization strives to achieve

Objective: Purpose of an organization activity specified in measurable terms

Effectiveness: The degree to which a stated objective is being achieved

-The ability to determine and achieve appropriate objectives (doing the right thing)

Efficiency: the ability to minimize use of resources in achieving organizational goal (doing things right)

-It is concerned with the balanced use of resources

Management:-

Different authorities define management differently but have strong unifying similarities in all the definitions

-**Management** is the art of getting things done through people

-It is the process of reaching organizational goals by working with and through people and other organizational resources

-It is the process of planning, organizing, staffing , directing and controlling the work of organization members and of using all available organizational resources to reach stated organizational goals

Management has four main elements/functions/

1. *It is a process*:- a set of interactive and interrelated ongoing functions and activities
2. It involves accomplishing organizational **goals or objectives**
3. It involves achieving these objectives through **people and the utilization of other resources**
4. It occurs in **formal organizational** setting

Definition of Health Service Management

- As old as the existence of human kind
- Several definitions.
  - the process of reaching organizational goals by working with and through people and other organizational resources.
  - Is getting the right things done in right way, in right time, by right persons with right amount of resources and effective and efficient utilization of resources to reach to the predetermined organizational objectives

Definition …

- the process of planning, organizing, leading and controlling the work of organization members and of using all available organizational resources to reach stated organizational goals.
- The purposeful and efficient use of health systems resources and to get members of the health team coordinated to work harmoniously in order to achieve the desired common goals and objectives

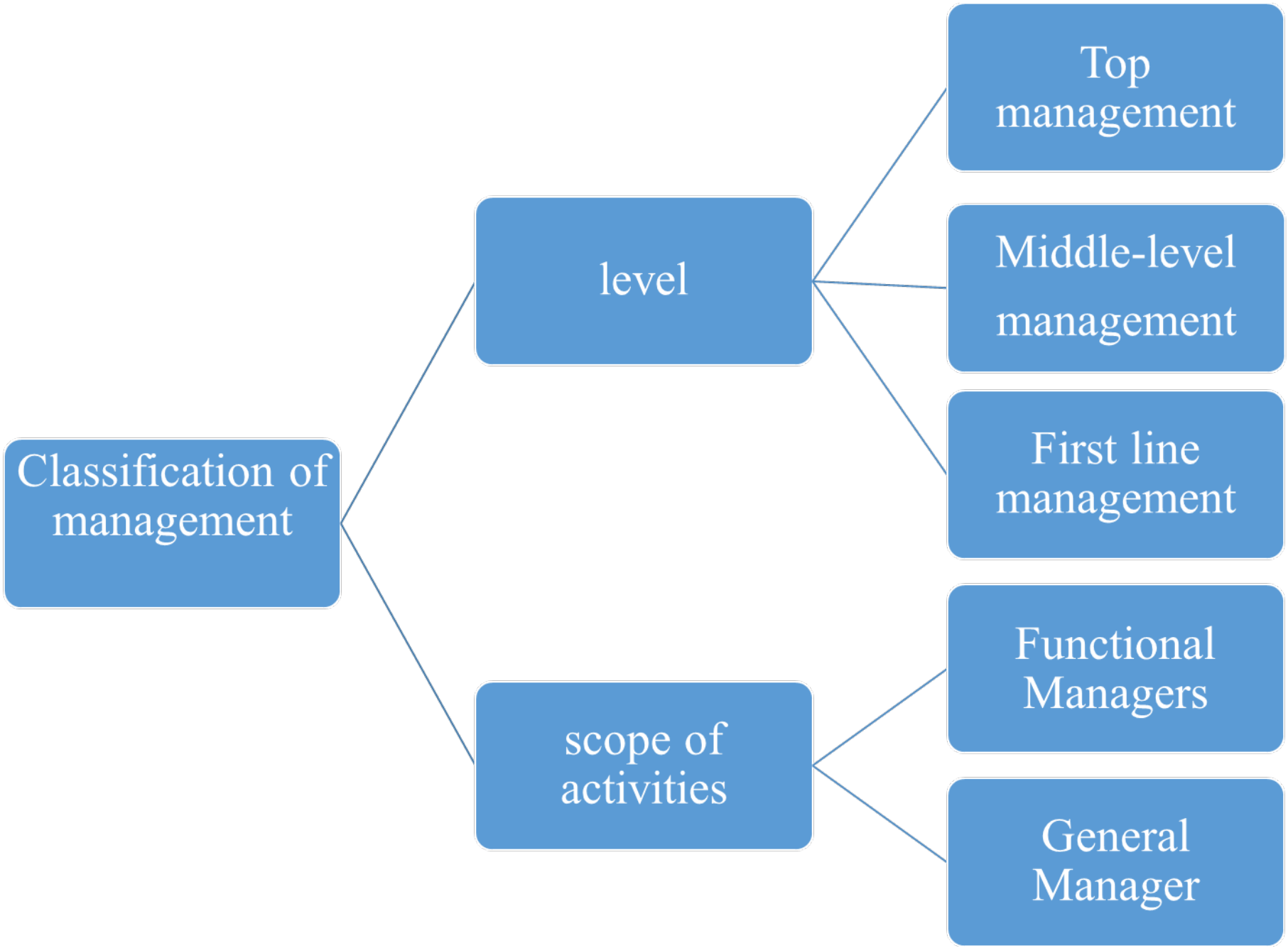
Definition of Nursing service administration

- both an art and a science
- is the marshaling of resources to accomplish a purpose.
- is a coordinated activity, which provides all of the facilities necessary for the rendering of nursing service to clients.
- is the system of activities
  - directed toward the nursing care of clients, and
  - includes the establishment of over-all goals and policies within the aims of the health agency and provision of organization, personnel, and facilities to accomplish this goals in the most effective and economical manner through cooperative efforts of all members of the staff, coordinating the service with other departments of the institution

Characteristics of Management

- Universal
- Continuous process
- Dynamic
- Pervasive- Entering in through Penetrations

- What are the challenges of contemporary Health Service Organizations and how can these be addressed?


Classification of management
level
Top management
Middle-level management
First line management
scope of activities
Functional Managers
General Manager

Management Levels

- The extent to which managers perform the functions of management varies by level in the management hierarchy.
- The primary differences between levels of managers:
  - the degree of authority
  - the scope of responsibility and
  - organizational activity at each level.
- Levels:
  - Top management
  - Middle-level management
  - First line management

Top level Mangers

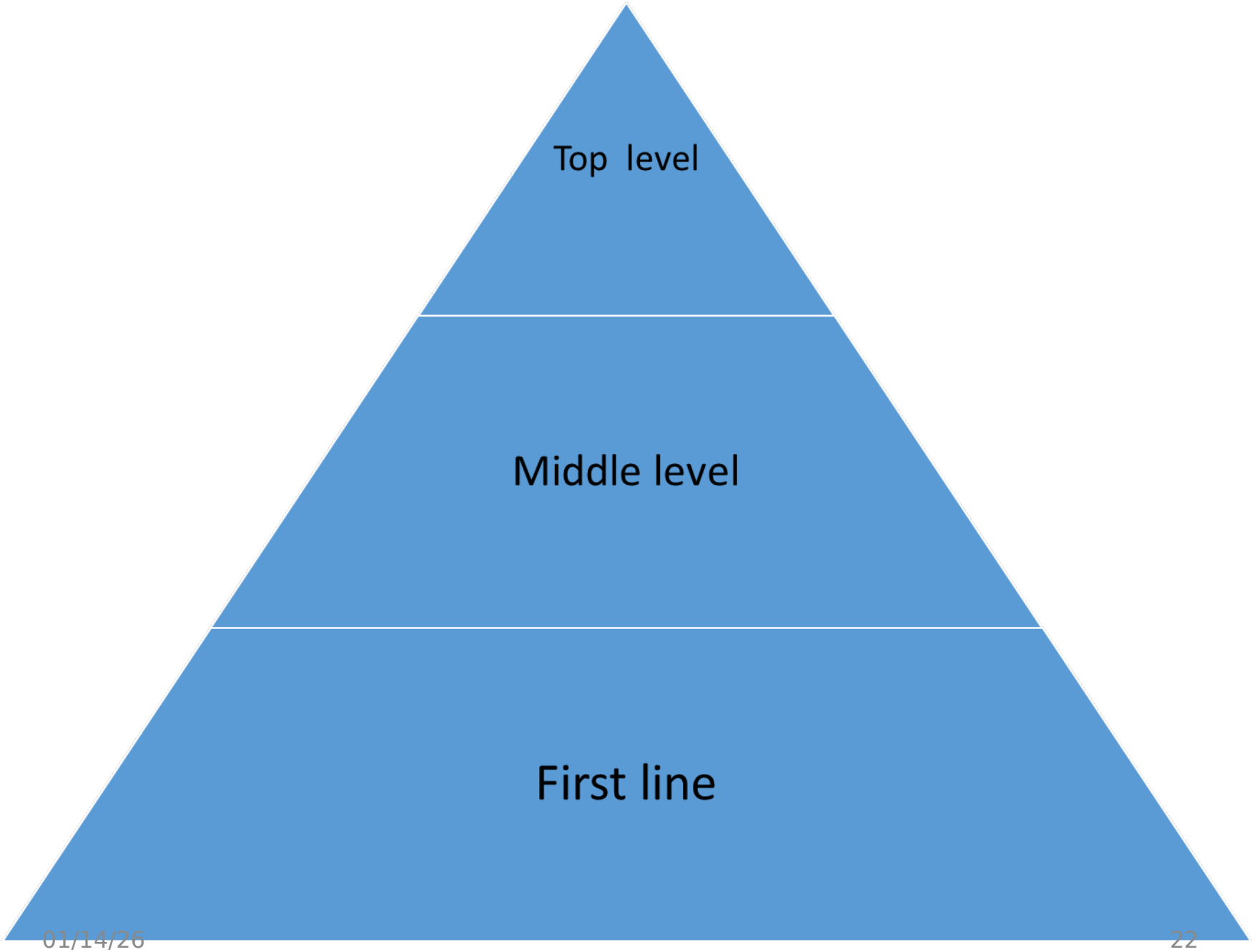
- Top-level managers, or top managers, are also called senior management or executives.
  - make decisions affecting the entirety of the organization.
  - set goals for the organization and direct the organization to achieve them.
  - Spend most of their time on the functions of planning and organizing.
  - determines the mission and sets the goals for the organization.

Middle-level managers

- Middle-level managers, or middle managers, are those in the levels below top managers.
- are responsible for :
  - carrying out the goals set by top management.
    - they do so by setting goals for their departments and other units.
  - motivate and assist first-line managers to achieve organizational objectives.
  - communicate upward, by offering suggestions and feedback to top managers.

Lower level managers

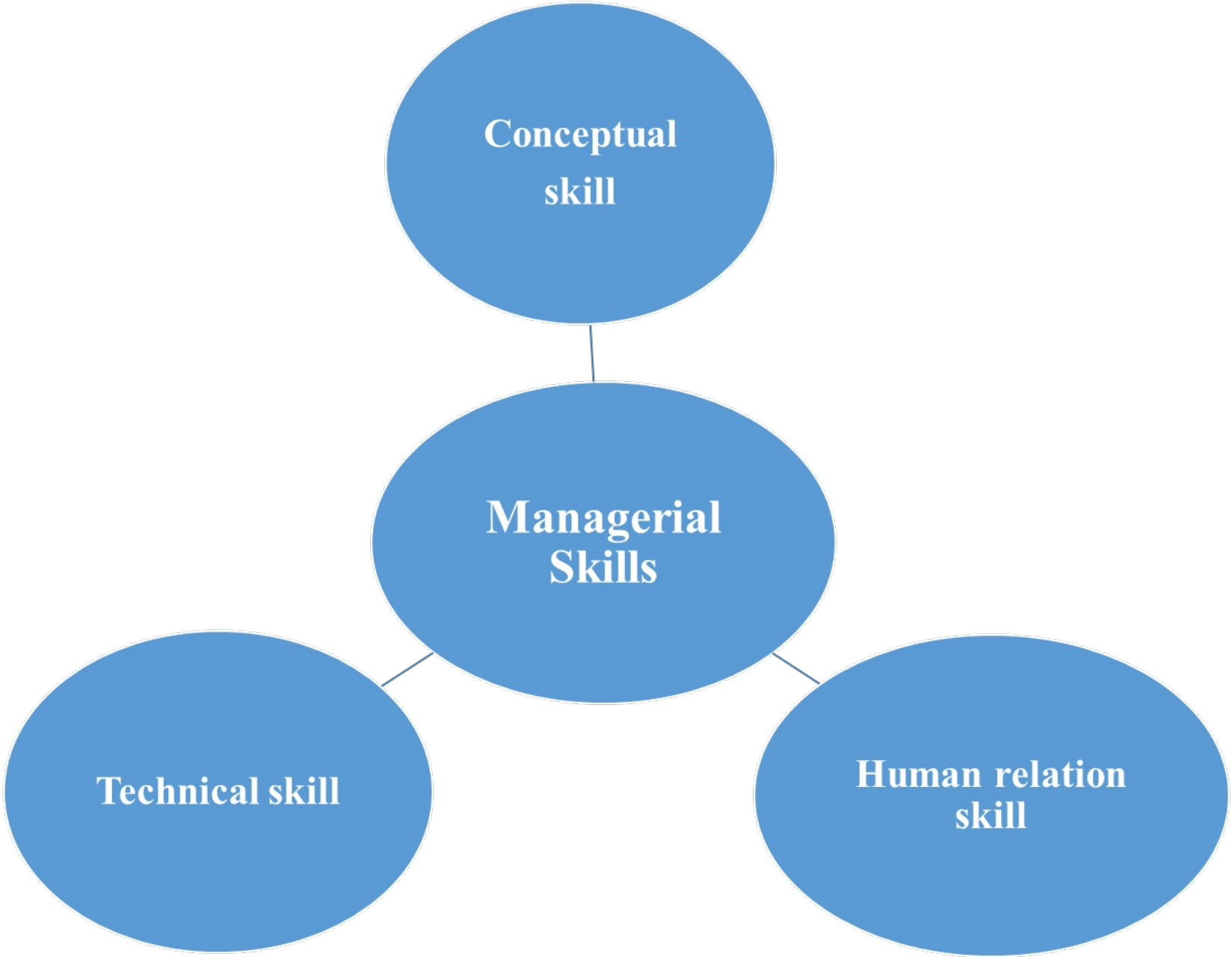
- Direct the actual work of the organization at the operating level.
- Whose major functions emphasize:
  - directing and controlling the work of employees in order to achieve the team goals.
- They are the only level of management managing non-managers.
- These are managers that most employees interact with on a daily basis


Top level
Middle level
First line

Classification based on scope of activities (functions)

Functions: refers to a group of similar activities in an organization, such as marketing, production, finance , etc

- Functional Managers: responsible for one organizational functional area/activity
- General Manager: responsible for all functional activities


Conceptual skill
Managerial Skills
Technical skill
Human relation skill

Management Skills

- Robert Katz identified three managerial skills that are essential to successful management:

1.Technical skill:

- The specific knowledge and techniques required to perform an organizational role
-

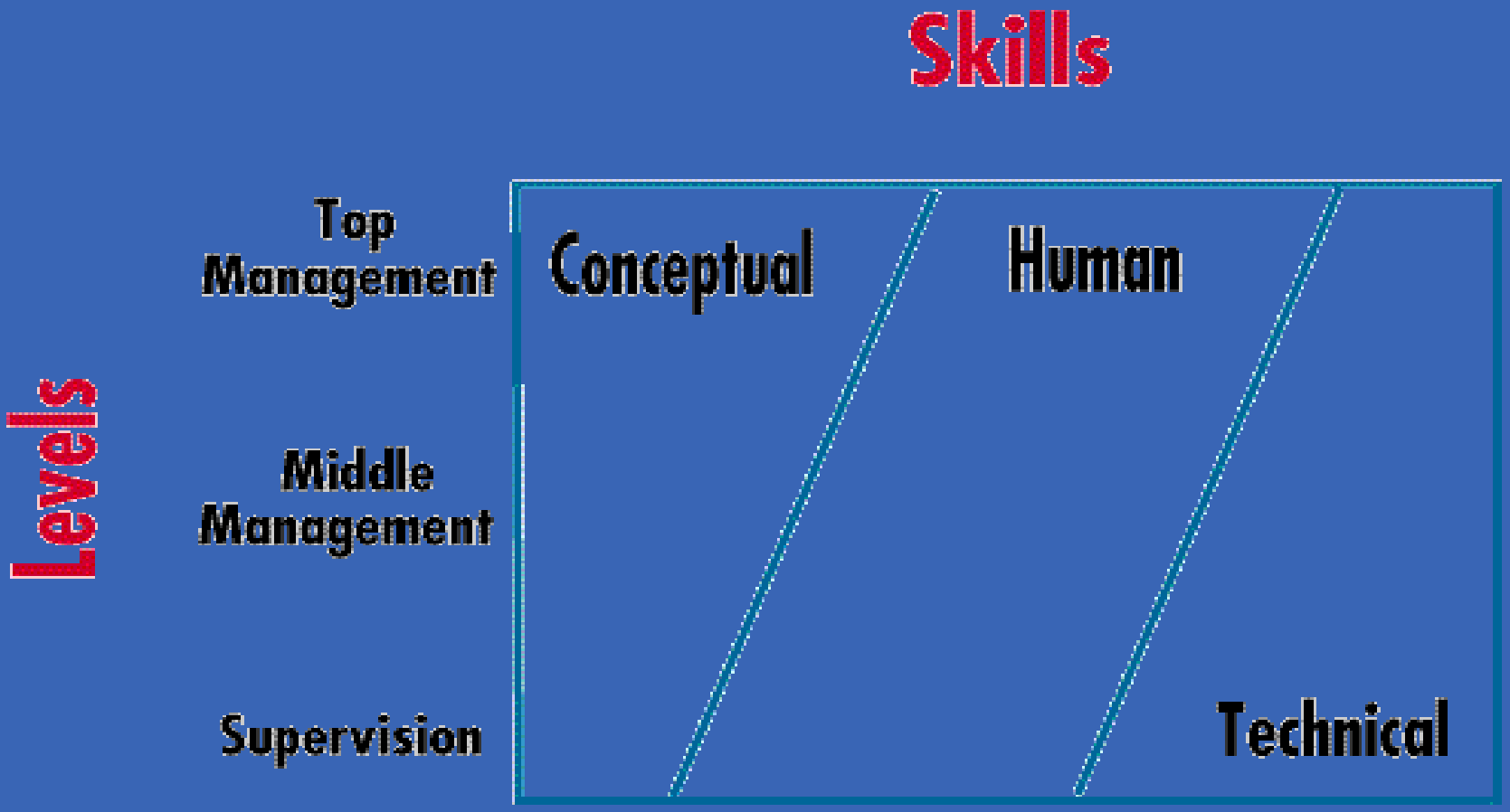
Management Skills

2. Human relation skill:

- The ability to understand, alter, lead and control the behavior of other individuals and groups

3. Conceptual skill:

- Involve the ability to view the organization as a whole and recognize its relationships to the larger environment (business world).



Skill Distribution at Various Management Levels

quiz

1. Define management
2. List three level of managers
3. Classify the followingson as general/functional

-medical ward head,metron,surgical ward head.

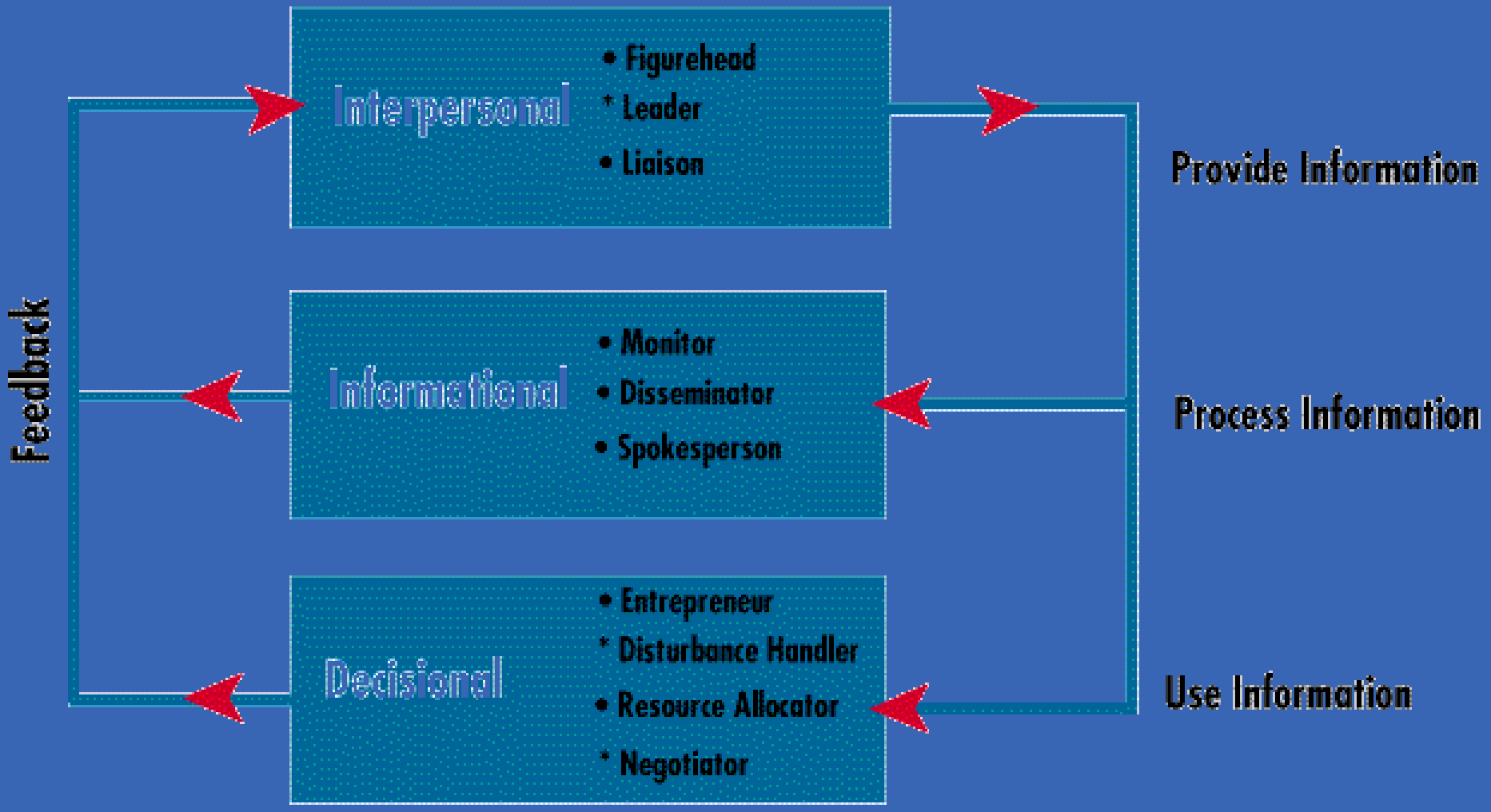
4. What three skill of managers
5. As we go from bottom to top conceptual skill need will decrase,while techinical skill will incease(T/F)
6. Match (busy with meeting,busy with work)… first line,middle,top

Unit -2

Managerial Roles

- A role is the set of specific tasks that a person is expected to perform because of the position he/she holds in the organization
- Roles are directed inside or outside the organization
- Roles are defined into three categories as identified by Mintzberg
    - Interpersonal
    - Informational
    - Decisional

The Managerial Roles



* Indicates significant role for the supervisor

Interpersonal Roles

1.Figurehead role:

- The manager represents the organization in all matters of formality.

2.Liaison role:

- Linking and coordinating the activities of people and groups both inside and outside the organization

3.The leader role:

- Defines the relationships between the manger and employees.

Informational Role

1. Monitor role:

- collects and analyze information from both the internal and external environment

2. Disseminator:

- transmitting information to influence the attitudes and behavior of employees

3. Spokesperson:

- Using information to positively influence the way people in and out of the organization respond to it

Decision making role

1. Entrepreneur role:

- The manager initiates change.

2. Disturbance handler role:

- the manger deals with threats to the organization.
- Managing unexpected event or crises

3. Resource allocator role:

- the manager chooses where the organization will expend its efforts.

4. Negotiator role:

- the manager negotiates on behalf of the organization.

The Management process

Management is:

- a set of interrelated and interactive on-going activities and functions.
- a systematic method of handling activities
- involves achieving goals through people and utilization of other resources
- occurs in formal organizational setting

Management functions

- Major management functions includes:
  - Planning, Implementation, Evaluation
  - Planning, Organizing, Staffing, Leading(directing ,motivating, communicating), Decision making, Evaluation

Managers born or made ?

- Before Fayol, it was generally believed that

"managers are born, not made.

- Mangers are made: Management is a skill like any other that could be taught once its underlying principles were understood

Health care, health services and health service organizations

Health care: is the total societal effort, organized or not, whether private or public, that attempts to guarantee, provide, and finance the promotion of health, prevention of diseases, and restoration of health and rehabilitation.

Health service: is the delivery of health care

Health service organizations: Deliveries of health services to clients occur in a variety of organizational settings.

- Health service organizations can be classified by ownership, profit motive, whether the client is admitted.

Managers & organizational performance

- Managerial performance measures:
  - how efficient & effective a manager is.
  - how well a manager determines & achieves appropriate organizational objectives.

Efficiency

- Efficiency (“Doing things right”)
- the ability to minimize the use of resources in

  achieving organizational objectives.
- Is about reaching ends by only the necessary

  means or by the least wasteful use of resources

Types of Efficiency

- Technical efficiency: use minimum resource to produce an output
- Cost effectiveness efficiency: to minimize the cost
- Allocative efficiency: select intervention that people value most

Effectiveness

- Effectiveness (“ Doing the right thing”).
- The degree to which a stated objective is being or has been achieved.
- Doing the right things in the right way at the right times

The Benefit of good Management in Health Service organizations

- High lights priority areas
- Adopts the service to the needs of a changing situation
- Makes use of the most limited resources
- Improves the standard and quality of services
- Maintain high staff morale

Chapter-3

Planning

Objectives

- Identify the relationship of planning with other functions of management
- Describe the types of planning
- Recognize the advantage of planning
- Discuss the components of strategic planning

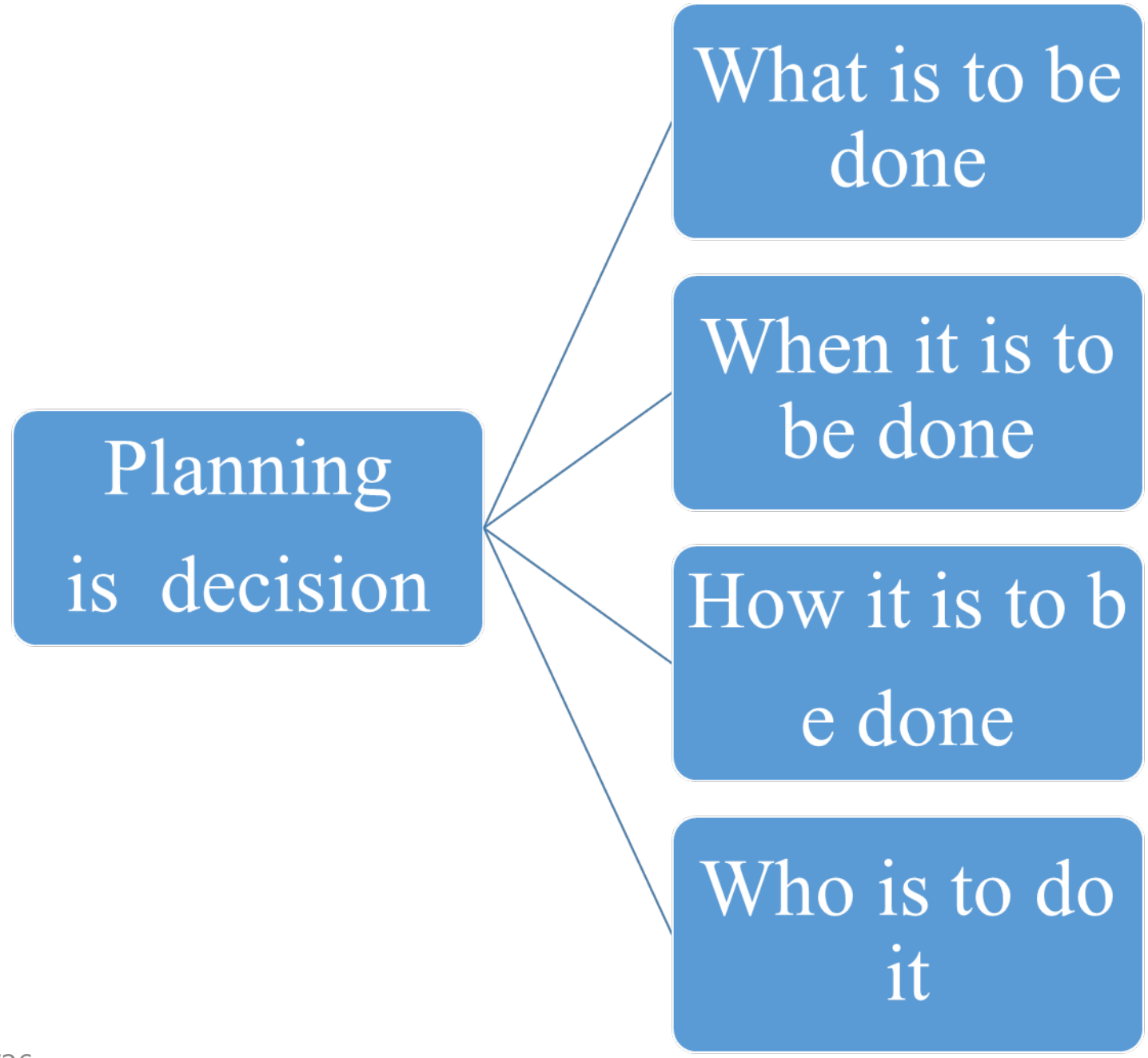
"If you don't know where you're going, it doesn't matter which way you go."

"A vision without a task is a dream.

A vision and a task can change the world."

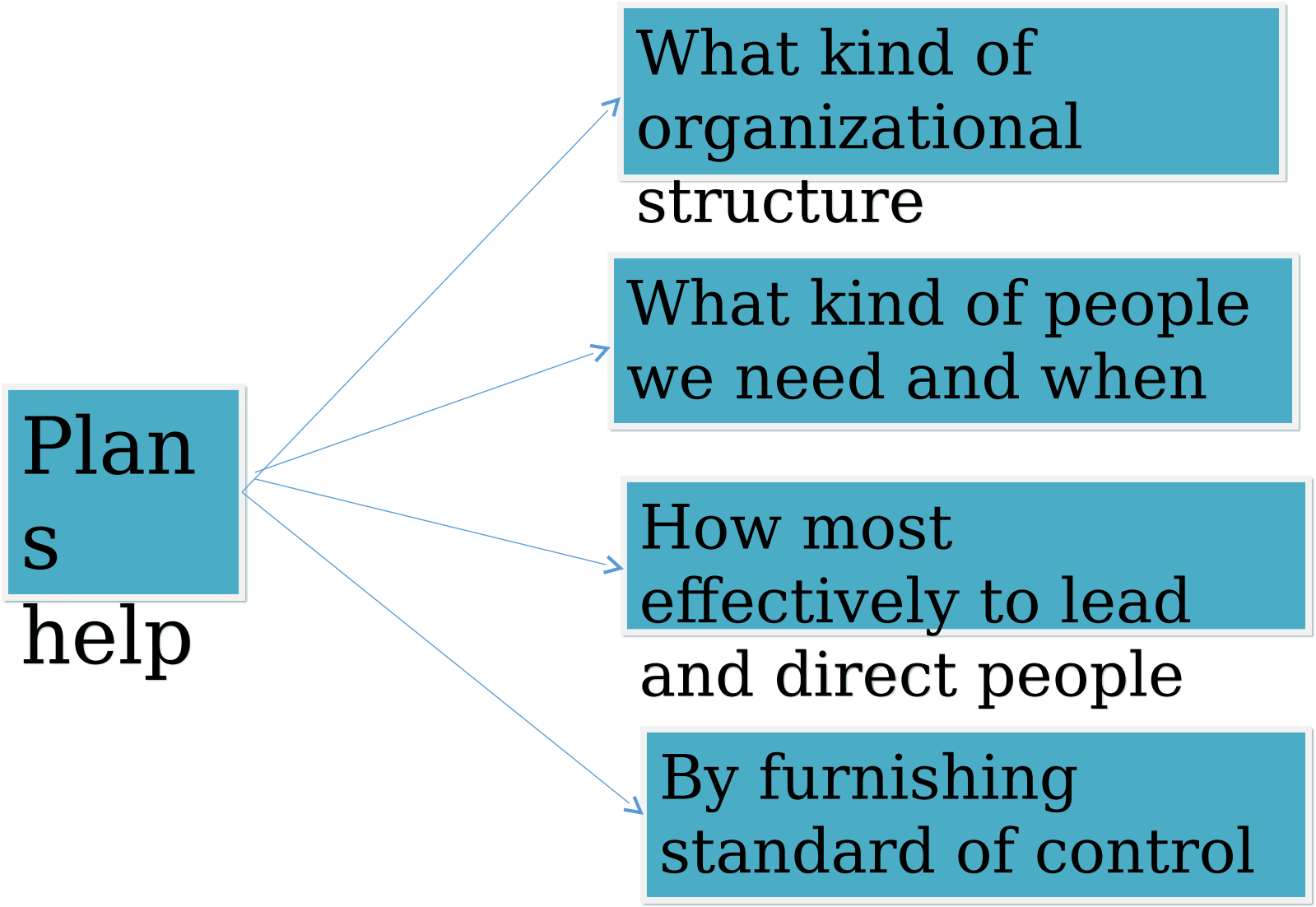
Planning

- **The first and fundamental function of management**
- **the process of determining**: how the organization can get where it wants to go.
- conscious, systematic process of making decisions about goals and activities that an individual, group, work unit, or organization will pursue in the future.


Planning is decision
What is to be done
When it is to be done
How it is to b e done
Who is to do it

Planning

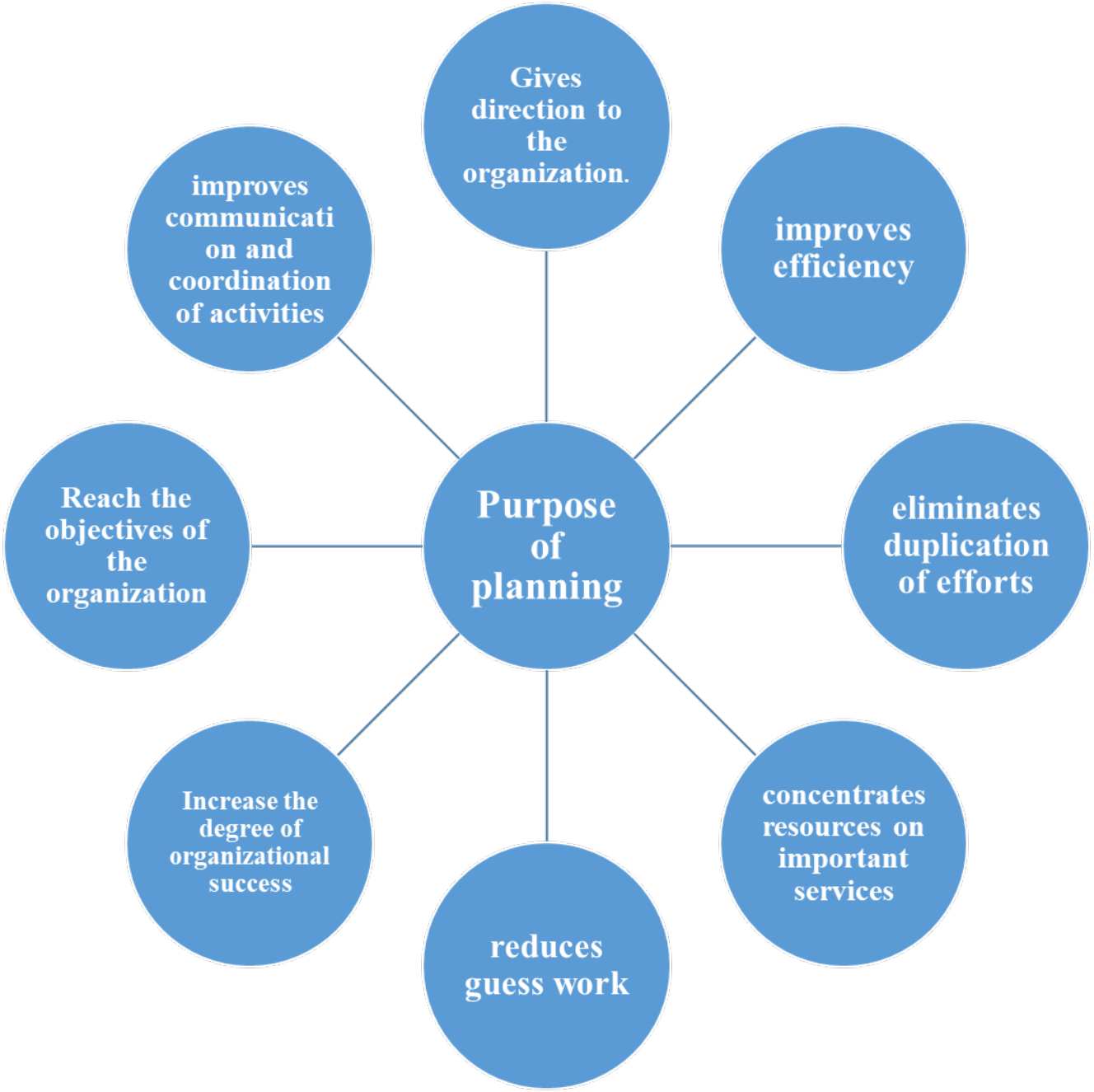
- **It is the process of deciding & establishing :**
  - an organizational goals / objectives
  - selecting suitable course of actions
  - for achieving these goals/ objectives.
- **Health sector planning is the process of :**
  - defining community health problems,
  - identifying needs & resources,
  - establishing priority goals &
  - setting out the administrative action needed to reach those goals

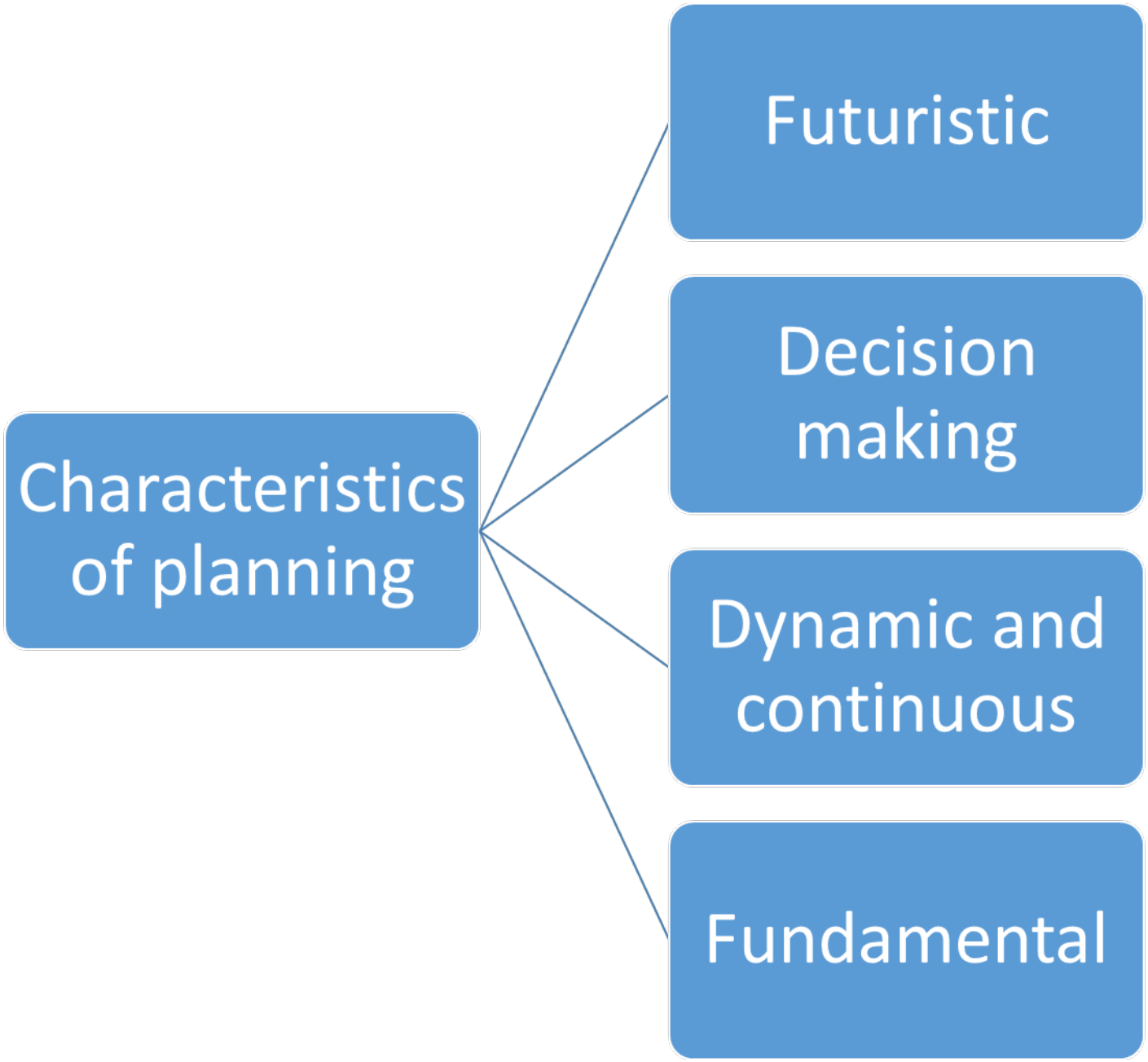


Planning precedes all other managerial function

Important components of definitions of planning

- where are we going: **objectives**
- With what: **resources**
- How: **efficient & appropriate implementation**
- When: **future**
- A degree of formalization :**explicitness & method about the process**


Gives direction to the organization.
improves communicati on and coordination of activities
improves efficiency
Reach the objectives of the organization
Purpose of planning
eliminates duplication of efforts
Increase the degree of organizational success
reduces guess work
concentrates resources on important services


Characteristics of planning
Futuristic
Decision making
Dynamic and continuous
Fundamental

Types of Plans

Plans can be classified based on:

1. Repetitiveness
2. Time dimension, and
3. Scope/breadth dimension

Classification of Plans Based on Repetitiveness

1. Standing Plans
2. Single-use Plans

Standing plans

Standing Plans

- That can be used **again and again**
- That are followed **each time a given situation is encountered**
- **Include mission , goal, objective, strategy, policy, procedure, method, and rule**.

Single-use Plans

Single-use Plans

- Are those plans that are **used once until the objective is accomplished**
- Used only **once**
- **Include programs, projects and budgets**

Classification of Plans Based on Time

1. **Long-range planning**
   - the time may range usually from 5-10 years
   - Distant future
2. **Intermediate-range planning**
   - Ranges between long and short- range plans
3. **Short-range planning**
   - Complementary of long- range plans
   - the steps towards the implementation of long range plans
   - Ranges from 1 to 2 years

Classification of Plans Based on Scope/Breadth

1. Strategic plan / Allocative plan

2. Operational / Tactical plan

Differences b/n strategic and tactical plan

Areas of difference	Operational (Tactical) plans	Strategic plans
Experts involved	Developed by low-level management.	Developed by upper level management
Time horizon	Covers short period (1 week to 1 year)	Covers relatively longer period (five years or more)
Scope	Narrow range of operations	Wide range of goals
Degree of detail	Detail & specific activities	Simplistic and general

Strategic Planning

- A systematic process through which an organization agrees on, and builds commitment among key stakeholders to:
  - priorities that are essential to its mission and
  - are responsive to its environment.
- It is a road map to lead an organization from where it is now to where it would like to be in five or ten years.
- It is the process of determining what an organization intends to be in the future and how it will get there

- **Strategic planning is a systematic way to** :
  - manage change,
  - create the best possible future,
  - and guide the acquisition and allocation of resources
  - to achieve priorities.

- ***Strategy :-*** is the **course of action** taken to achieve **long-term goals or objectives** or
- **Potential strategies include:**
  - Technology to be applied
  - Procedures to be used
  - Defining the role of stakeholders

Strategic Planning Process

- **The planning process is:**
  - Rational
  - amenable to the scientific approach to problem solving.
  - Sets the stage for the rest of the organization's planning.

Why develop strategic plan?

- To improve performance
- To stimulate forward thinking and clarify future direction
- To solve major organizational problems
- To survive
- To build teamwork and expertise
- To influence
- To meet requirements
- Its natural way of doing business

Ten Keys to Successful Strategic Planning

1. A clear and comprehensive grasp of external opportunities and challenges.
2. A realistic and comprehensive assessment of the organization's strengths and limitations
3. An inclusive Approach
4. Empowered planning committee
5. Involvement of senior leadership
6. Sharing of responsibility by all
7. Learning from best practices
8. Clear priorities and an implementation plan
9. Patience
10. A commitment to change

Fundamental Questions to Ask

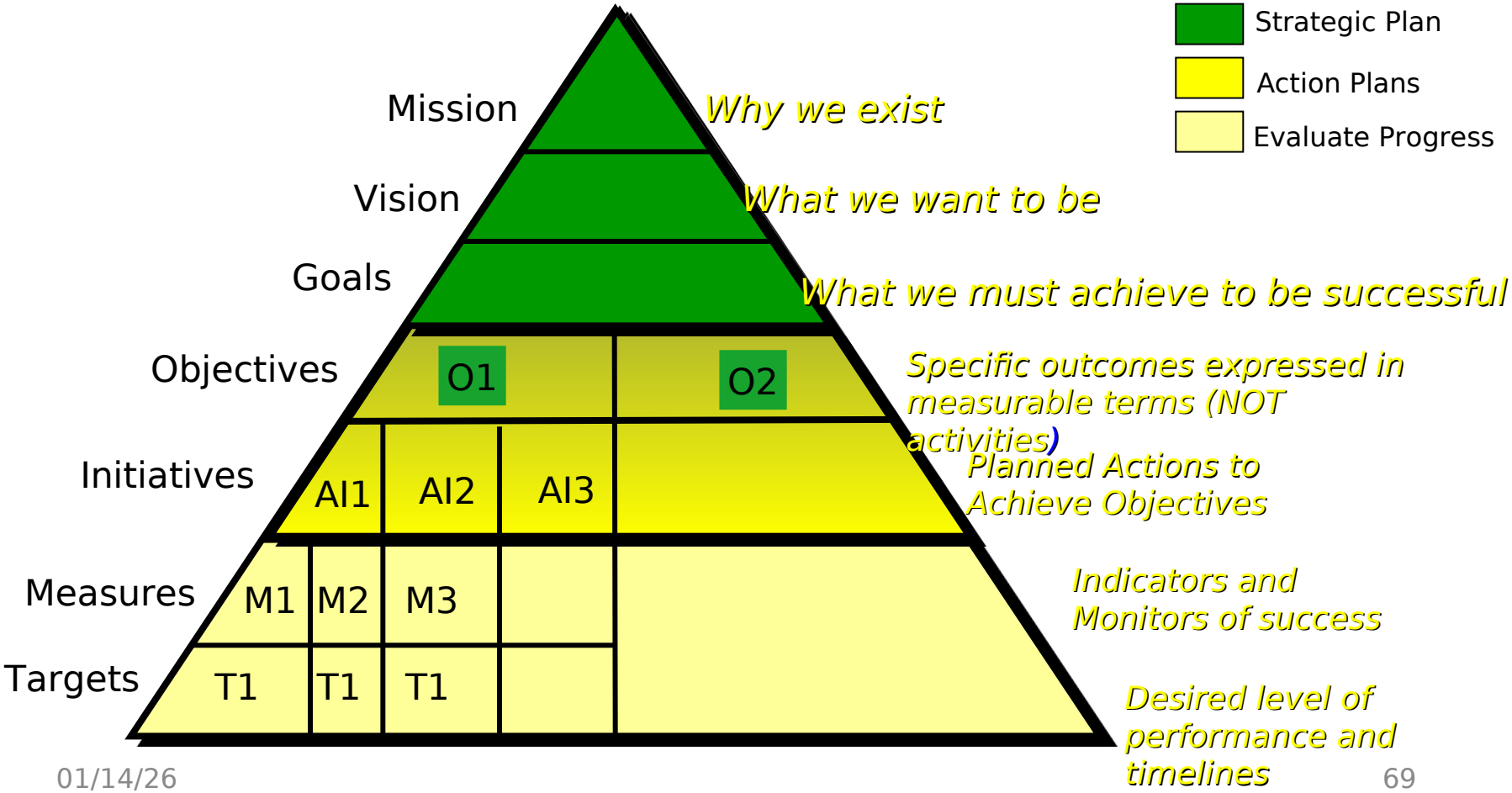
- Where are we now? Assessment
- Where do we need to be? Gap / Future End State
- How will we close the gap? Strategic Plan
- How will we monitor our progress: Balanced Scorecard

Components of a strategic plan

- **Strategic planning process include**:
  - Define the mission.
  - Conduct a situation or, environmental scanning: SWOT analysis(Strengths, weaknesses, opportunities and threats).
  - Set goals and objectives.
  - Develop related strategies (tactical and operational).
  - Monitor the plan

Steps in Planning Process

Major Components of the Strategic Plan / Down to Action



Mission Statement

- Captures the essence why the organization exists:
  - Who we are, what we do

Mission Statement Criteria

- Establish boundaries:
  - The “bounds” of the service delivered in reasonable terms (why the organization exists)
- Act to motivate management, employees and others
  - all constituencies must have input.
  - Short enough to remember and easily communicate.
  - Strong enough to inspire.
- Help in the process of evaluation

Vision

- How the organization wants to be perceived in the future

- An expression of the desired end state

- Provides a long-term focus for the entire organization

Characteristics of good Vision Statement

1) Stakeholder ownership
3) Inspires people/Motivating people
4) Concrete/Tangable
5) Suggests what people need to do
6) Engages everyone (SHARED!!!)

SWOT (strength, weakness, opportunity and threats) analysis

- is a strategic planning tool that matches internal organization strengths and weakness with external opportunities and threats
- It defines the relationship between internal & external appraisals in the strategic analysis

Aim of a SWOT Analysis

- Reveal your competitive advantages
- Analyze your prospects
- Allow for the development of contingency plans

Strength’s

- Those things that you do well, the high value or performance points.
  - Internal in nature
  - high quality service, availability of resources, good leadership, strategic insights, high skilled workforce
  - Often considered “Core Competencies” – Best leverage points for growth

SWOT Analysis---------

Strength may be considered availability of :

- Resource
- Trained man power
- Appropriate technology
- Management experience

Example of weakness:

- Lack of dedicated staff
- High staff turn over
- Lack of managerial talent
- Obsolete facilities

Weaknesses

- Those things that prevent you from doing what you really need to do
  - are internal
  - weak leadership, unskilled workforce, insufficient resources, poor service quality, outdated technologies, lack of planning, . . .

Opportunities

- Potential areas for growth and higher performance
  - External in nature – marketplace, unhappy customers with competitor's, better economic conditions, more open business policies, . .
  - Timing may be important for capitalizing on opportunities

Opportunity--------

- are positive or favorable factors in the external environment which the organization should take advantage of or which make the idea potential viable

  They are however , beyond the control of the organization
- They are different from the strength in the sense that strength are positive internal factors

Example of opportunity:

- Presence of clear and supportive **health police**
- Presence of **health committee in the community**

Threats

- Challenges confronting the organization
  - external in nature
  - Threats can take a wide range – shifts in consumer behavior, substitute products, new regulations, . . .
  - The more accurate you are in identifying threats, the better position you are for dealing with the “sudden ripples” of change

Threat---------

- are negative or unfavorable factors in the external factors in the environment and normally beyond the control of the organization .

Example of threat :

- Adverse believe toward modern medicine
- Growing cost of essential drugs
- Worsening economic conditions
- Natural disaster

SWOT analysis framework

	Internal	external
Positive	Strength	Opportunities
Negative	Weakness	Threats

SWOT analysis tools

- What are the unit’s Strengths? (What makes this unit good?)
- What are the unit’s Weaknesses? (What does this unit need work on?)
- What are the unit’s Opportunities? (Opportunities for improvement in health service and for unit and personal professional recognition)
- What are the unit’s Threats? (What makes it difficult to give health service to our clients?)

Key message

- Build on strengths
- Resolve weakness
- Exploit opportunities
- Avoid threats

Ground rules in selecting strategic issues

- Choose no more than five issues.
- select issues that you can affect.
- Donor interests are relevant , but not overriding
  - Know agenda & priorities of donors only as an input into the organization' decisions
- Each external issue will be mirrored internally.
  - Internal capacities are needed for external effect.
- Come back to the mission.
  - Each strategic issue should relate directly to the mission statement of the organization

Goals

- Describes a future end-state – desired outcome
  - that is supportive of the mission and vision.
- Shapes the way ahead in actionable terms.
- Best applied where there are clear choices about the future.
- Puts strategic focus into the organization –
  - specific ownership of the goal should be assigned to someone within the organization.

Objectives

- Relevant - directly supports the goal
- Compels the organization into action
- Specific enough so we can quantify and measure the results
- Simple and easy to understand
- Realistic and attainable
- Conveys responsibility and ownership
- Acceptable to those who must execute
- **SMART(specific, measurable, achievable, realistic and time framed)**

Operational (Tactical) Planning

- Operational planning is a process of **setting detailed activities and strategies** to accomplish the mission of an organization related to its mandates
- Operational Plans are **short-term** plan that emphasize on current operation of the organization and deal with the daily, weekly, and monthly activities.
- Setting of monitor able timetables & schedules for the implementation of pre - set activities

Operational planning

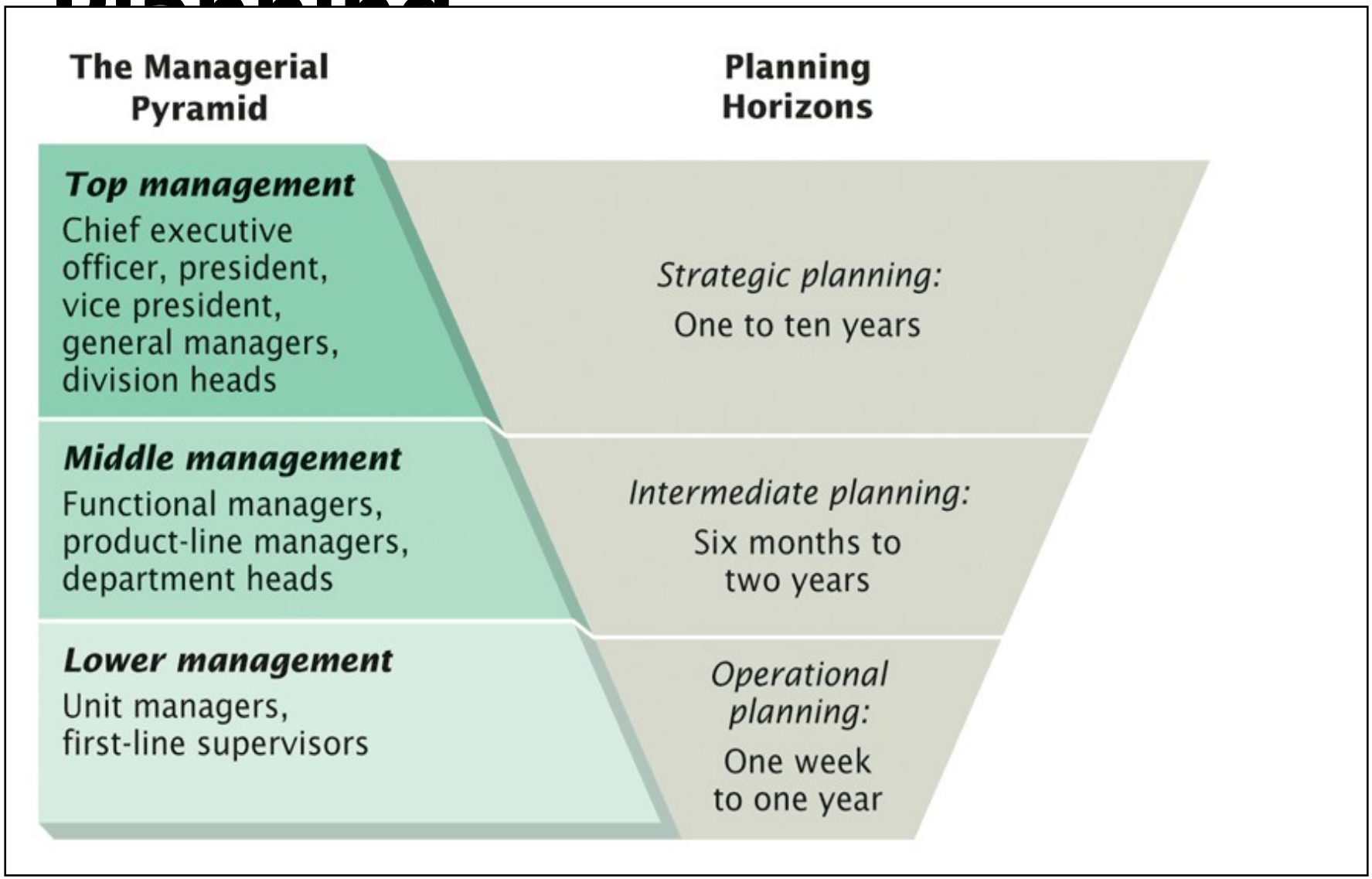
✓Are the day-to-day actions that support tactical goals derived from and in harmony with strategic planning and establish sub-objectives along with operational programes policies and procedures in major units of the organization such as departments

✓ Setting of monitor able timetables & schedules for the implementation of pre - set activities

✓It is an activity planning

- It should be aligned with the strategic plans
- Focuses on actual activities and schedules than selecting long term strategies
- Usually have short life span and limited scope compared to strategic planning
- Example: Course plan, weekly action plan

Types of Planning



The formal planning process

- Formal planning is a systematic process.
- These guidelines provide a general pattern of rational planning.
-

The Formal Planning Process…

1. **Situation audit or environmental assessment**
   It analyzes the Past, current and future forces that affect the organization.
   - Expectation of outside interests such as government officials, insurance companies and consumers are sought.
   - Expectations of inside interests such as employees are collected.
   - Environment, demographic, resources, legal, technological factors should also be considered.

The Formal Planning Process...

2. Establish Objectives

- Every plan has the primary purpose of helping the organization succeed through effective management.
- Success is defined as achieving organizational objectives.
- These are performance targets, the end results that managers seek to achieve.

Characteristics of objectives

- Well-defined objectives have several Characteristics. They are:
- *Specific*
- *Measurable*
- *Realistic and challenging*
- *Defined time period*

The Formal Planning Process

3. Involve management and staff

- Involving a greater number of managers will result in better plans and more wide spread acceptance of objectives.

4. Develop alternatives

- A successful planning process will generate several options for manages to consider.
- These options are alternative courses of action that can achieve the same result.

A viable alternative suggests a proposed course of action that is:

- *Feasible*
- *Realistic*
- *Sufficient*

5. Communicate plans

- Planning requires clear and effective communication at all levels before performance begins to mirror expectations.

6. Have Implementation and monitoring plan

Steps in Health Planning

Step 1: Situational analysis

Step 2: Selecting priority problems

Step 3: Setting objectives and targets.

Step 4: Identifying obstacles and limitations

Step 5:Designing strategies

Step 6 writing the plan

Current Ethiopian health sector's planning and budget systems!!

‘’One plan, One Budget, One Report" strategic initiative

Situational analysis

- Examine the current & projected health situation, & demographic pattern
- Analysis of present & future health needs of the

population

- Socio-economic characteristics & health infrastructures & pattern of health services of the country/region/ district/area.
- Policy & political environment including existing health polices.

Selecting priority problems

Priority problems can be selected based on

- Magnitude, Severity, Feasible
- within the social & political climate,
- Within views of community & health care provider
- within the context of available resources.

Basic priority rating system (BPRS)

PEARL

- political : domain of responsibility
- Economic : Feasibility
- Acceptability
- Resource availability
- Legality

Approaches to planning

There are three distinct approaches for formulating plans:

1. Centralized top down planning:

- is the traditional approach to planning
- a centralized group of executives or staff assumes the primary planning responsibility.

Approaches to Planning…

2. Bottom-up planning:

- is an approach that delegates planning authority to division and department managers,
- formulate plans under the general strategic umbrella of organizational objectives.

3. Team planning:

- is a participative approach to planning
- planning teams comprising managers and staff specialties initiate plans

Organization

- An organization is a group of people working together in a structured way to achieve a common purpose.
- Could be formal or informal

Organizing

- Deciding what work needs to be done
- Deals with formal assignment of tasks, authority

  & coordination.
- Arranging them into a decision-making framework.
- The process of coordinating and allocating organization’s resources so that it can carry out its plans and achieve its goals
- one of the four activities of management

Organizing

- is the process of identifying and grouping of the works to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most efficiently

- is the process of establishing orderly uses of all resources within the management system.

The organizing process

The five main steps of the organizing process are:

1) Reflecting on plans and objectives
2) Establishing major tasks
3) Dividing major tasks in to sub tasks
4) Allocating resources and directions for sub tasks and
5) Evaluating the results of implemented organizing strategy.

Max Weber Major Principles

1. Clear division of labor
2. Positions arranged in a hierarchy
3. Formal rules and regulations
4. Impersonal relationships
5. Employment based on technical qualifications

Fayol Organization theory

1. Division of Labor
2. Authority
3. Discipline
4. Unity of command
5. Unity of Direction
6. Subordination of Individual Interest to the common Good
7. Remuneration(compensation, salary)
8. Centralization
9. Hierarchy
10. Order--Command
11. Equity
12. Stability of staff
13. Initiative
14. Line of Authority

Benefits of organizing

- Assuring more efficient use of the organization’s resources
- Improving employee understanding of job duties & responsibilities
- Improving employee morale
- Providing a sense of direction for each of the organization’s functional areas.

Organizational Concepts

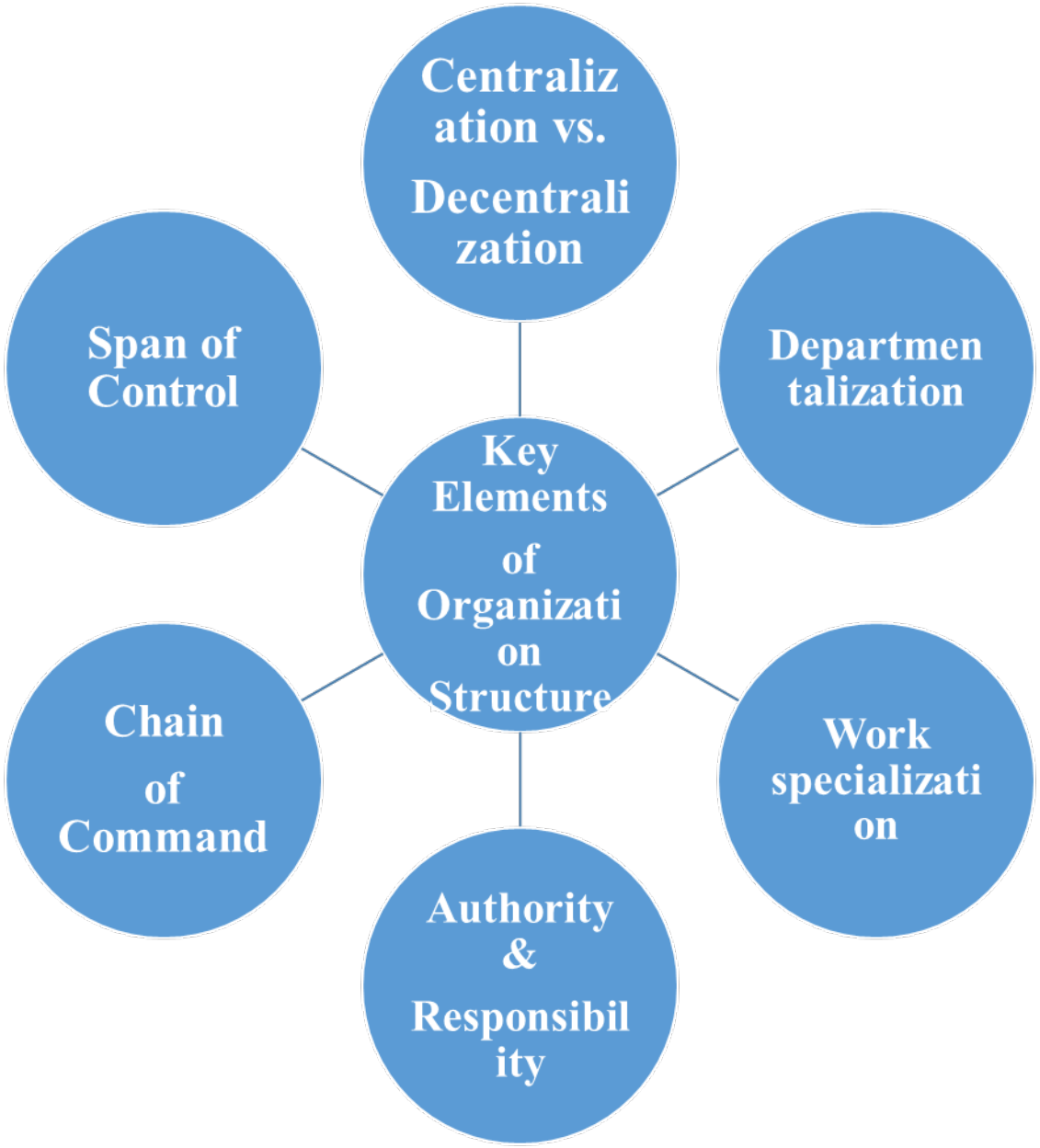
- **Responsibility-** is the obligation to do, to the best of one's ability, the task that has been assigned, or delegated.
- **Authority-** the right of decision and commands.
- **Delegation**- is the process of assigning duties or responsibilities along with corresponding authority to another person. Authority must be delegated with the responsibility.
- **Accountability**- is answering to someone for what has been done. It is related with responsibility.

The steps in the organizing process

1. Review plans
2. List all tasks to be accomplished
3. Divide tasks into groups one person can accomplish - a job
4. Group related jobs together in a logical and efficient manner
5. Assign work to individuals
6. Delegate authority to establish relationships between jobs and groups of jobs

Organizational Structure

- organization is both a structure and a process.
- Organizational structure refers to the lines of authority, communication, and delegation; can be formal or informal.
- Organizational process refers to the methods used to achieve organizational goals.
- An organization's formal structure is depicted in its organizational chart that provides a "blueprint," depicting formal relations, functions and activities.
- is the pattern of relationships among various components or parts of the organization which prescribes the relations among various activities and positions.


Centralization vs. Decentralization
Span of Control
Departmentalization
Key Elements of Organization Structure
Chain of Command
Work specialization
Authority & Responsibility

Five structural building blocks

Division of labor

- Process of dividing work into separate jobs
- Assigning tasks to workers

Departmentalization: the process of grouping jobs together so that similar or associated tasks and activities can be coordinated

Managerial hierarchy: Levels of management within the organization

Managerial span of control: Number of employees the manager directly supervises

Amount of centralization or decentralization

- Deciding at which level in the organization decisions should be made

Types of Formal Organization Structures

- **Line Organization**: direct chain of command with superior subordinate relationships.
- **Line and Staff Organization: Line** functions are those that direct responsibility for accomplishing the objectives of department. Staff functions are those that assist the line in accomplishing the primary objectives
- **Functional Line and Staff Organization:** In this structure, staff officers are no longer purely advisory but have some command authority over line employees.
- **Matrix Organization :** This Pattern is a complex construct in which an employee may be responsible to two or more bosses for different aspects of work.
-

- **Merits of Line Organization vs Demerits of Line Organization**

Types of Departmentalization

- **Functional** – based on primary functions performed within an organizational unit
- **Product** – based on the goods or services produced or sold by the organizational unit
- **Process** – based on the production process used by the organizational unit
- **Customer** – based on the primary type of customer served by the organizational unit
- **Geographic** – based on geographic segmentation of organizational units

Mechanistic and organic organizations

Mechanistic organization

- Relatively high degree of work specialization
- Rigid departmentalization
- Many layers of management
- Narrow spans of control
- Centralized decision making
- Long chain of command
- Results in a tall organizational structure

Organic organization

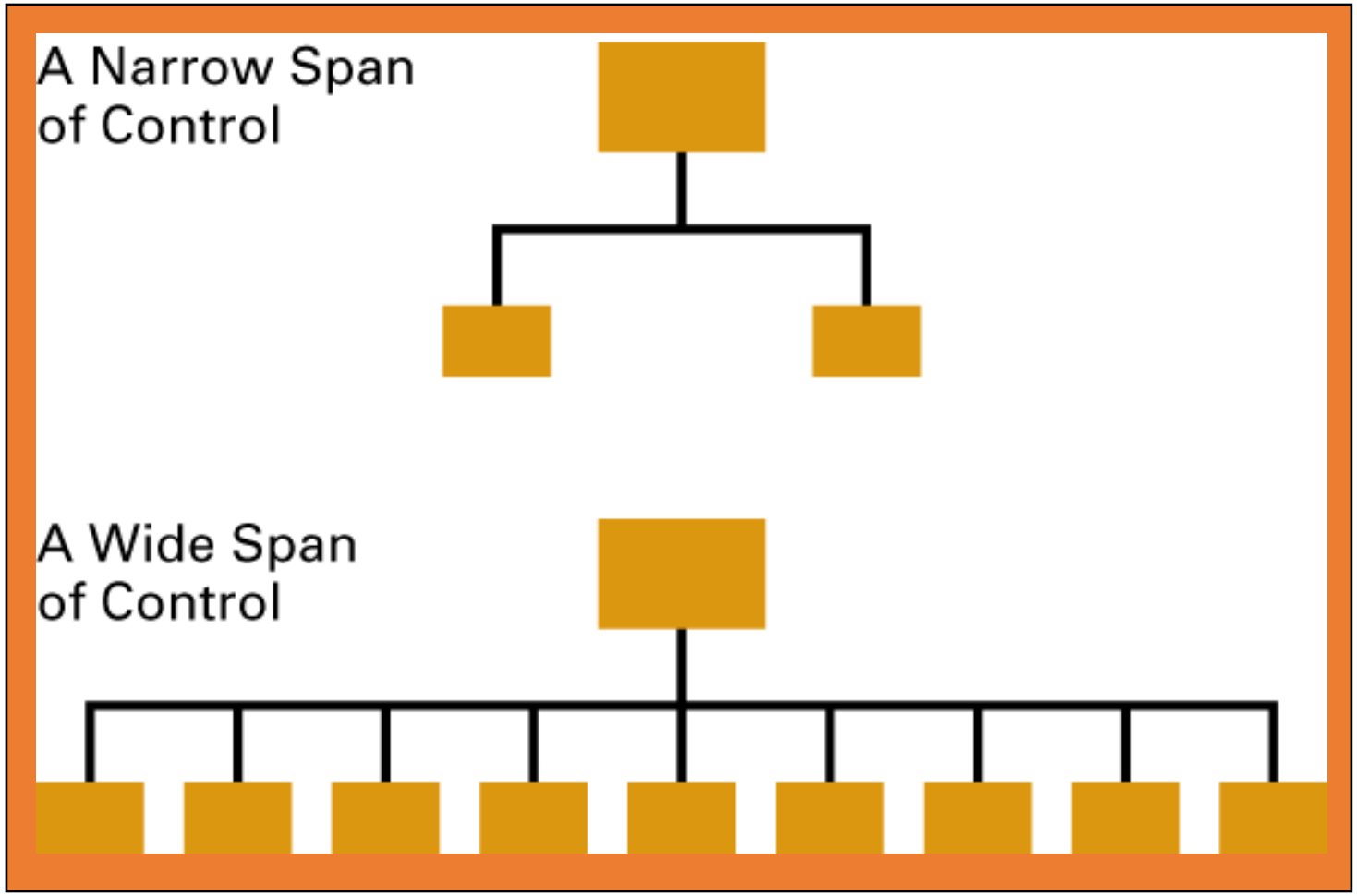
- Relatively low degree of work specialization
- Loose departmentalization
- Few levels of management
- Wide spans of control
- Decentralized decision making
- Short chain of command
- Results in a flat organizational structure

SPAN OF CONTROL

- **Span of control:** the number of people who report directly to a manager.

- **Is There an Ideal Span of Control?**
  - Theoretically, A 1:3 supervisory ratio is common at the top of an organization; a 1:6 ratio is common at the middle; and a 1:20 or larger ratio is common at the base.

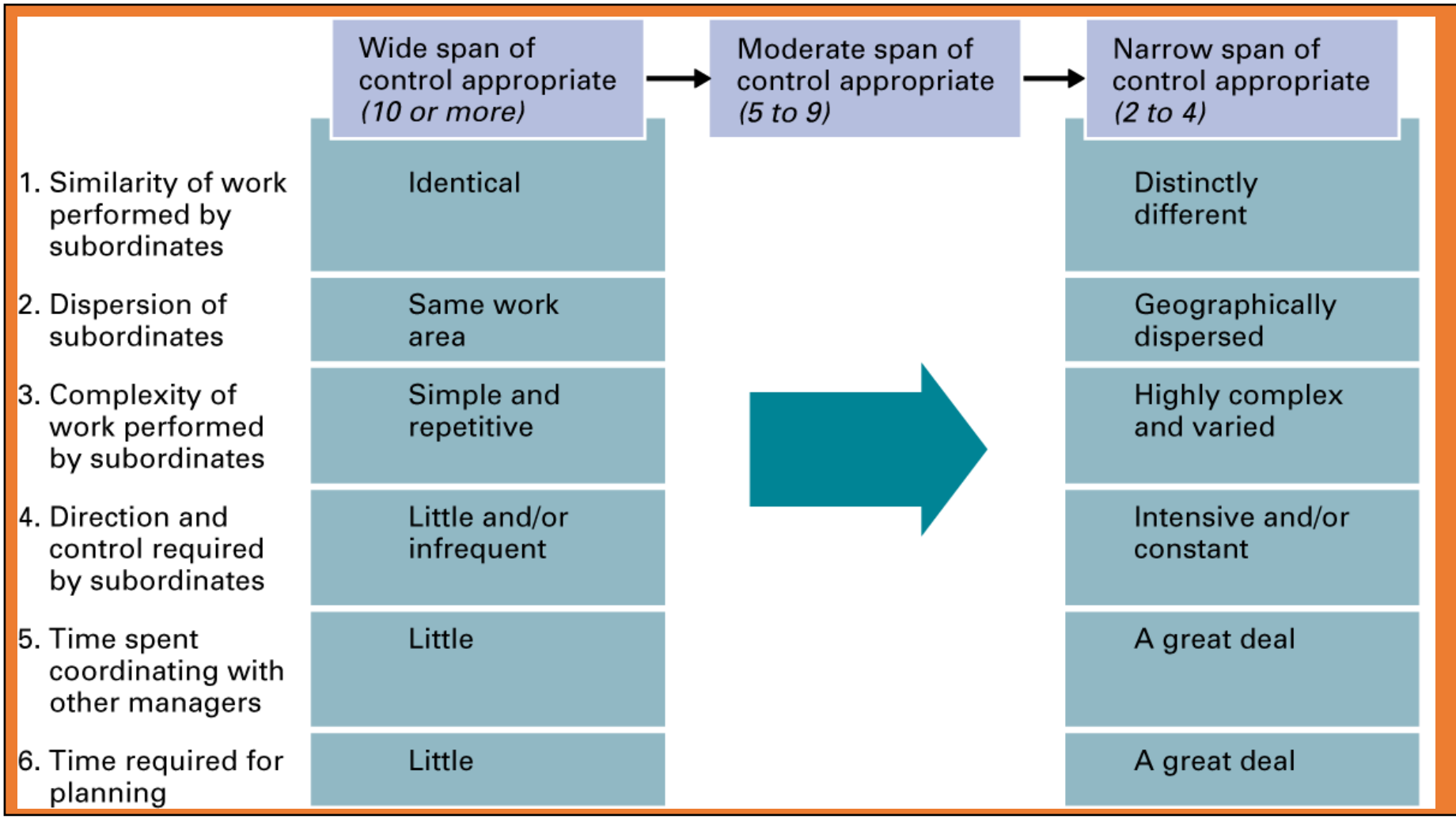
Narrow and Wide Spans of Control



Factors Determining Span of Control

1. Nature of the task
2. Location of the workers
3. Ability of manager to delegate
4. Amount of interaction and feedback between manager and workers
5. Level of skill and motivation of the workers

Span of Control



Informal organizational structure

- Undocumented & officially unrecognized relationships between members of an organization
- Does not require an organizational chart
- Informal relationships help organizational staffs satisfy their social

Informal organizations

- Give employees more control over their work environment by delivering a continuous stream of organizational information, helping employees stay informed
- Informal relationships can be:
  - Between people at the same hierarchical level
  - Between people at different levels and in different departments

Functions of the Informal Organization

1. Friendships & social contact
2. Information & sense of control over work environment
3. Source of status & recognition

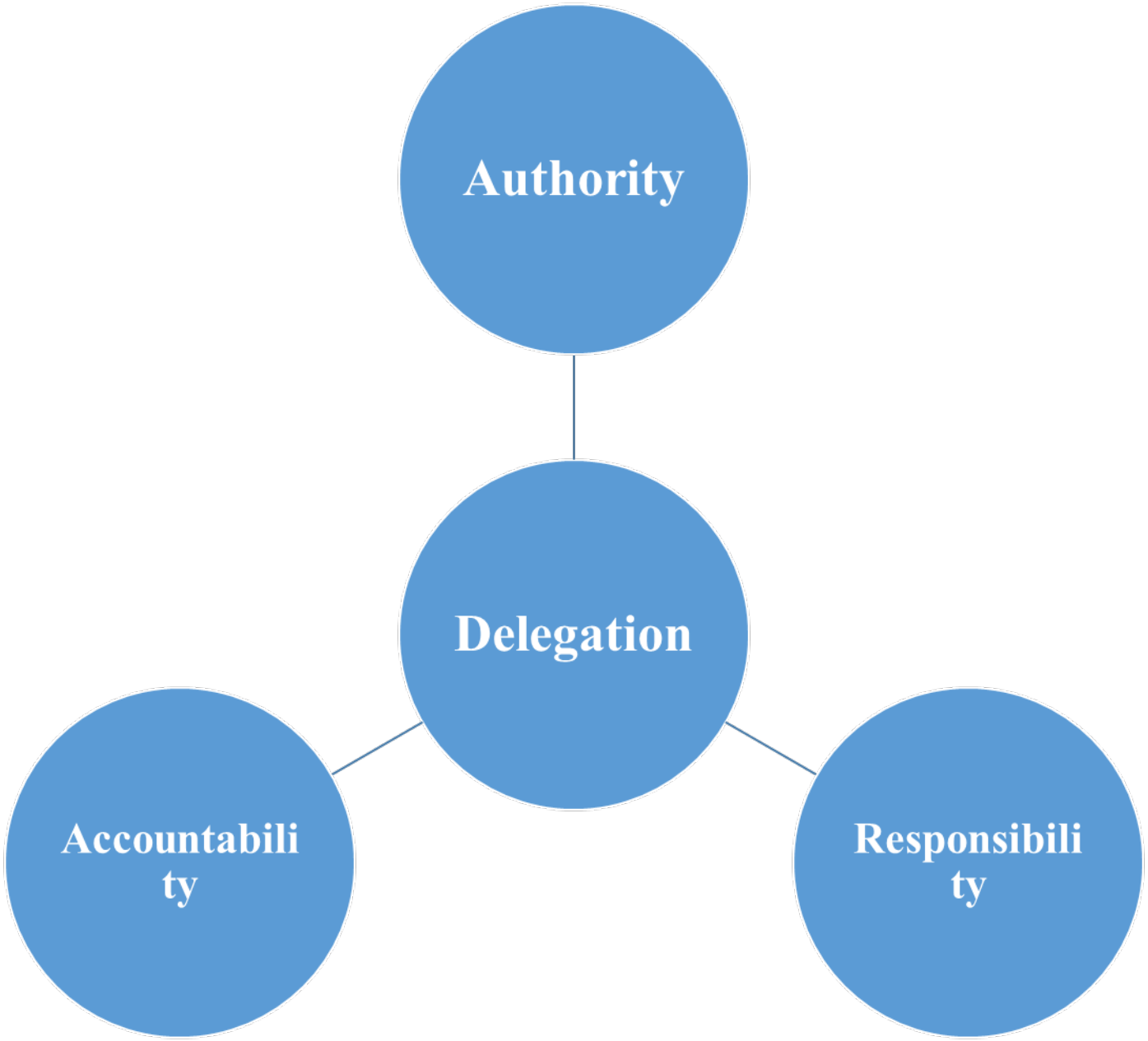
Positive aspect of Informal Organization

- Informal complements formal
- Provides social value and stability
- Simplify the mangers goal
- Are communication channels

Points of analysis	Formal	Informal
Structure	Planned, rational	Spontaneous, emotional, dynamic
Goals	Service to community, job oriented	Member satisfaction, role oriented
Authority	Positional (top to down)	Personal , bottom up
Communication	Formal routes , one way , slow	Grapevine ,unspecified Direction, multiple, ways very fast
Control	Based on performance , governed by rules &	Norms regulate behavior, values governs behavior

Delegation

You Don’t Have to do it all Yourself!!!


Authority
Delegation
Accountabili
ty
Responsibili
ty

Delegation

- is the process of assigning all or part of or one person's responsibility to another person or persons.
- is an effective management competency by which managers get the work done through the employees.
- The purpose of delegation is efficiency; no one person can do all the work that must be done; therefore, some work must be passed on, or delegated to others.
- even when an activity is delegated to someone else, the ultimate responsibility for that activity still belongs to the manger
-

Benefits of Being an Effective Delegator

- Gives you more time
- Helps you focus on what is most important
- Allows members to grow in capability and confidence
- Allows you to develop, coach, and mentor members.
- Creates opportunities to provide recognition
- Ensures successful results

Steps of delegation

1. Prepare beforehand.
2. Clearly define the task to be delegated
3. Clearly outline the time frame within which the delegated task must be completed.
4. Define the level of authority he/she is to use with this task
5. Identify checkpoints when you will meet with the delegatee to review progress and offer guidance, if needed
6. Hold a debriefing session to discuss what went well, what could have been improved, and what has been learned.

Principles of Delegation

- Delegation requires
  - Defined expectations
  - Communications
  - Coaching
  - Monitoring
  - Feedback
  - Trust

Principles of Delegation…

- Assign duties to the right people
- Grant authority to do the job
- Don’t delegate the critical things you do

Delegation…

- **Delegated task must be**
  - **Specific**
  - **Measurable**
  - **Agreed**
  - **Realistic**
  - **Time bound**
  - **Ethical**
  - **Recorded**

Barriers to Delegating

Barriers in the Delegator

- Preference for operating by oneself
- “I can do it better myself” fallacy
- Lack of experience in the job or in delegating
- Insecurity
- Refusal to allow mistakes
- Lack of confidence in subordinates

Barriers in the Delegator…

- Perfectionism, leading to excessive control
- Lack of skill in balancing workloads
- Failure to delegate authority commensurate with responsibility
- Uncertainty over tasks and inability to explain
- Disinclination to develop subordinates
- Failure to establish effective controls and to follow up

Barriers in the Delegatee

- Lack of experience
- Lack of competence
- Avoidance of responsibility
- Over dependence on the boss
- Overload of work

Delegating

- Tell them what to do
- Show them how to do it
- Let them try-observe
- Praise progress
- Repeat until competent
- Monitor periodically

Coordination

- Coordination is the orderly arrangement of group effort to provide unity of action in the pursuit of a common purpose.

Coordination Mechanisms

- Mutual adjustment
- Direct supervision
- Standardization of work procedures
- Standardization of work process
- Standardization of outputs
- Standardization of workers skills

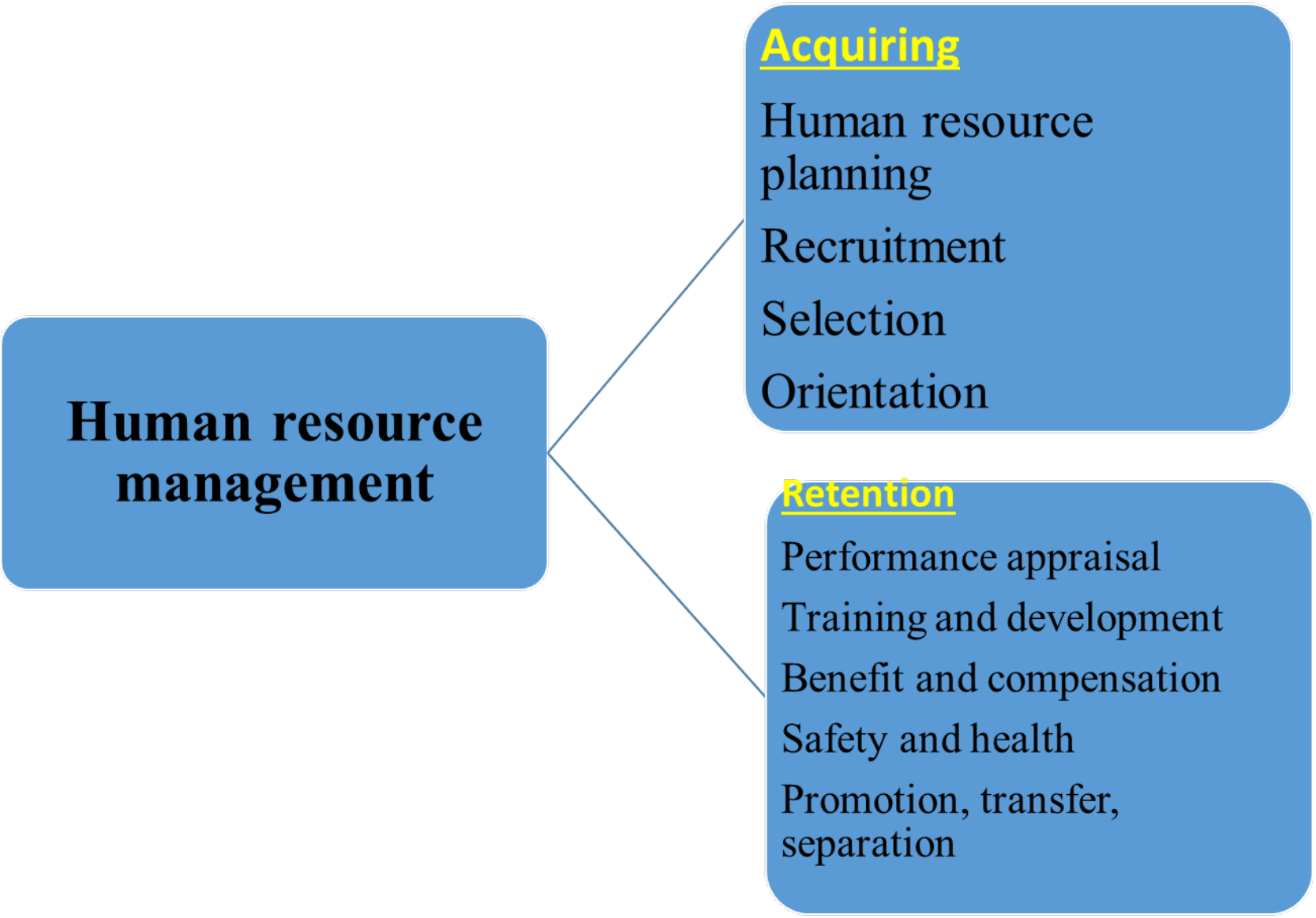
Resource Management

Human Resource Management

Management is getting things done through people

Human Resource Management

- Human resource management is the process of:
  - acquiring and
  - retaining the organization's human resource



Components of Human Resource Management

Human resource planning

- Is the process by which management determines:
  - how an organization should move from its current manpower position to its desired human resource position.
- It is determining:
  - the right number and the right kind of people at the right place at the right time,
  - doing things which result in both the organization and the individual receiving maximum long range benefit.

.

Objectives of Human resource planning

- To ensure optimum use of existing human resource
- To forecast future requirements for human resource
- To provide control measures
- To link human resource planning with organizational planning
- To determine levels of recruitment and training
- To provide a basis for management development plan
- To meet the needs of expansion and diversification of programmes

Why human resource planning

- Technological changes
- Organizational changes
- Demographic changes
- Increased mobility
- Shortage of skills

Steps of Human resource Planning

1. **Profiling-** to profile the personnel need of the organization at some future point
2. **Estimating**-Projecting the type and number of personnel needed
3. **Inventorying-**human resource audit of present employees
4. **Forecasting**-anticipating changes in the present work force in terms of entries and exits
5. **Planning**-Assumptions made by following steps 1-4 to ensure the right number of personnel with appropriate prerequisite knowledge and skill

•

Job analysis

- A formal and detailed study of jobs
- Scientific and systematic analysis of a job in order to obtain all pertinent facts about the job
- A process of collecting and analyzing all pertinent data relating to a job
- Process of analyzing & identifying the need for & availability of human resources so that the organization can meet its objectives.

Job Description

- A functional description of what the job entails
- Define the purpose and scope of a job
- A written record that contains title, location, duties and responsibilities, working conditions

Human resource Sources

- **Internal Sources**
- **External sources**

Student participation

- Retaining
- Advantages
- No need for orientation
- Familiar with work
- Disadvantages

Staff complain

Can affect organization

Might be careless

Conflict might be rise/turn over

Less respection to others

- Recruiting externally
- Advantages
- New skills
- New forces
- Disadvantages
- Need orientation
- Fear/stress
- No stable
- Need time for activity

Recruitment

- Recruitment is the process of attracting qualified people to apply for a job.
- It involves searching for and attracting prospective employees either from within the organization or outside the organization.
- It is the process of making applicants available for selection.

Selection

- It is to choosing the most suitable person among the applicants using job qualification as a guide.
- The essence of selection is to determine whether an applicant is suited for the job in terms of training, experience and abilities
- **Sources of information for selection**
  - Application forms
  - pre employment interviews
  - Testing, **Personality tests, Cognitive ability tests, Work sample, or combined**

Criteria of a good selection instrument

- Degree to which selection techniques used accurately match people's qualifications to job requirements
  - Validity
  - Reliability
- Fewer than 25%
- **Potential outcomes of a weak selection instrument:**
- Poor matching of people to jobs
- Lack of knowledge of success in matching people to jobs
- Lack of information of how to improve matching process
- Lack of evidence to support legal challenges

Orientation/Induction

- Is the process of receiving and welcoming an employee when he/she joins an organization and giving in the basic information he/she needs to settle down quickly and happily and start work

Orientation…

Purposes of Orientation for Employers

- Productivity Enhancement
- Turnover Reduction
- Organizational Overview

Purpose of Orientation for New Employees

- Favorable Employee Impression
- Enhance Interpersonal Acceptance

Orientation programmes

- General information about:
  - the organization : history, purpose, operation, services
  - expected contribution of the employee to the organization and providing of job description
  - Detailed information about the polices and rules of the organization
  - Orientation to staff and mangers
  - Safety measures

Performance Appraisal

is a systemic review of an individual employee's performance on the job, which is used to evaluate the effectiveness of his/her work

Purpose:

- Provide information to decisions regarding
  - salary raises, promotions, transfers, or discharges
- assist employees in their personal development
- assess the effectiveness of hiring practices
- identify training and development needs of the employees
- establishment of standards of job performance
  - often used as a criterion to assess the validity of personnel selection and training procedures

Common Problems in Performance Appraisal

- **Leniency Errors-**some raters are hard graders and others easy graders.
- **Halo errors**-are evaluations based on the rater's general feelings about an employee.
- **Central tendency errors**: refers to the rater's unwillingness to assign extreme -high or low -ratings. Everyone is average, and only the middle part of the scale is used

Tools of performance appraisal

- **Rating scales-**the tool consists of a behavior or characteristics to be rated and some type of scale that will indicate the degree to which the person being evaluated demonstrates that behavior
- **Ranking : Ranking is listing of all employees from highest to** lowest in performance
- **The checklist-** it describes the standard of performance and the rater indicates by placing a checkmark in a column if the employee demonstrates the behavior

Tools of performance appraisal…

- **Multisource (360°) Appraisal :** involves getting feedback from multiple sources, including peers, supervisors, colleagues and self.
- **Management by objective-** it focuses on the evaluator's observations of the employee's performance as measured against very specific predetermined goals that have been jointly agreed upon by the employee and the evaluator.

Giving feedback

1. Build feedback into the job
2. Provide feedback on actual events
3. Describe, don’t judge
4. Refer to specific behavior
5. Ask questions
6. Select key issues
7. Focus
8. Provide positive feedback

How to manage under-performance

1. Identify & agree on the problem
2. Establish the reason(s) for the shortfall
3. Decide & agree on the action required
4. Implement the action
5. Monitor & provide feedback

Procedure in addressing poor performance

- Counseling
- Training
- verbal warning
- Written warning
- Reprimand
- Dismissal

Training and Development

- is the formal procedure which an organization utilizes to facilitate learning so that the resultant behavior contributes to the attainment of organization's goals and objectives
-
- should contribute to the goals of both the organization and the individual.

Types of training

- On the job training
- Off-the-job training

Training

- **focus on emotional maturity, integrity, compassion**
- **develop the person, not only the skills and knowledge**
- **give people choice**

Assessing Training Needs

1. **Organizational analysis-** is the study of an entire organization-its objectives, its resources and the way in which it allocates resources to attain its goals.

2. **Operational analysis-i**s the orderly and systematic collection of data about an existing or potential task or a cluster of tasks that define a job.

3. **Personnel analysis**-is concerned with ascertaining how well a specific employee is carrying out his/her tasks

Development

- Development usually means acquiring skills for future work
- Represents the efforts to improve employees' ability to handle a variety of assignments.
- Specific development needs can be identified by HR planning.

Purpose of career development

- Identify & develop the potential within staff
- Build existing skill levels
- Prepare staff to take on greater responsibility during their career.

Development Approaches as Job-Site Methods

- Coaching
- Committee Assignments
- Job Rotation
- Assistant – to –Positions .

Compensation and benefit administration

- Compensation: wage and fringe benefits
- Benefit
  - Health insurance, housing , transportation, pension, vacation, sick leave, maternity leave…
- Equity
  - Internal
  - External

Health and safety

- Occupational safety and health

Promotions, Transfers, & Separation

- **Promotion to shift to other positions with change in** status or pay.
- **Transfers refers to shift to other positions without** change in status or pay.
- **Separation : is departing a staff :**
  - **with poor** performance
  - retirement, death, release…
- **Discipline: is a form of training that enforces** organizational rules

Human resource management challenges

- Changes are occurring rapidly across a wide range of issues:
- Economic and technological changes
- Work force availability and quality concerns
- Demographic and diversity issues
- Organizational restructuring

Reasons why discipline might not be used

- Organization culture regarding discipline
- Lack of support
- Guilt
- Loss of friendship
- Time loss

Budgeting

- **Is a plan for the allocation of resources and a control for ensuring that results comply with the plans**
- **Prerequisite for budgeting**
  - Sound organizational structure
  - Job descriptions
  - Goals and objectives
  - Formal budgeting policies and procedures

The budgeting process

The budgeting process should provide for:

- Plans of anticipated activity
- A mechanism for measurement of work effort on timely basis
- Accountability by someone for variances from budget
- An awareness of costs by all participants in the budgeting program

Major types of budgets

- **Operating/recurrent-** estimates of operating expenses, estimates of operating revenues and estimates of activity
  - **Example**: personnel salaries, supplies, light water, drugs, repairs and maintenance
- **Plant/Capital-**estimates of expenditure for adding, replacing or improving buildings or equipment for the budget period
  - **Example**: buildings, major equipment

ZERO-BASED BUDGETING

- Many budgeting procedures allocate funds to departments based on their previous year's expenditures.
- Then the department managers decide how the funds will be used.
- This procedure usually allows for enrichment and enlargement of programs but seldom for decreases or deletion of programs. Obsolescence is seldom examined, and this leads to increased costs.

Advantages of Budgeting

- Help fix accountability, responsibility and authority.
- State goals for all units, offer standard of performance, and stress the continuous nature of planning and control process
- Encourage managers to make a careful analysis of operations and base decisions on careful consideration.
- Hasty judgments are minimized.
- Staffing, equipment, and supply needs can be projected and waste minimized.
- Financial matters can be handled in an orderly fashion

Budgeting Process

Steps

1. The first step in the budget process is the establishment of operational goals and policies for the entire organization.
2. The top management should approve a long-range plan of 3 to 5 years that reflects the community's future health needs and other community health care providers' activities.
3. Then operational goals must be translated into quantifiable management objectives for the organizational units.
4. The department heads use the organizational goals as a framework for the development of department goals.

Budgeting process…

5. A formal plan for budget preparation and review including assignment of responsibilities and timetables must be prepared.
6. Historical, financial, and statistical data must be collected monthly so that seasonal fluctuation can be observed.
7. Departmental budgets need to be prepared and coordinated.
   - During this phase, units of service, staffing patterns, salary and non-salary expenses, and revenues are forecasted so that preliminary rate setting can be done.

Budget process...

8. budgets are revised, and the master budget is prepared. At this point, operating,
   - payroll,
   - non salary,
   - capital, and
   - cash budgets can be incorporated into the master budget.
9. Then the financial feasibility of the master budget is tested, and the final documents is approved and distributed to all parties involved.
10. During the budget period, there should be periodic performance reporting by responsibility centers.

Material management

- Material management is the integrated function of purchasing and allied activities to achieve the maximum coordination and optimum expenditure in the area of materials.
- One of the objectives of materials management is to have the right materials at the right place at the right time.
  - This depends on effective policies of forecasting, inventory, and materials distribution.

Materials Management

- **Expendable/consumable/recurrent**
  - are those materials/items that should be regularly kept in stock for production purposes or maintenance of the plant and are used within a short time.
- **Non-expendable/capital/non-recurrent**
  - are those materials/items that are required only for specific purposes or jobs and which are not to be automatically recouped, lasts for several years, and needs care and maintenance.

Managing equipment

- **Ordering**-obtaining equipment from stores
- **Storing**- recording, labeling and holding equipment in a stock or store room
- **Issuing**- giving, labeling and holding equipment in a stock or store room
- **Controlling**- monitoring expendable equipment, maintaining and repairing non-expendable equipment.

Models

In most government sectors in Ethiopia, receiving and issuing of Materials/equipment/items are carried out using the following models:

- Model 19- model confirming delivery of items/drugs
- Model 20- Model for requesting items/drugs
- Model 21- Model for approving item delivery by person in authority
- Model 22- Model for issuing items/drugs

Managing Time

Managing Time

- Time is a non-renewable resource.

Maximize Managerial Time

- Set goals- determine the short, medium and long-range goals.
- Once you have determined and ranked your goals plan strategies to achieve them
- Plan schedule
- Improve reading
- Improve memory

Planning time arrangements

- Events are arranged in daily, weekly, monthly or yearly time periods.
- The periodicity depends on the frequency or regularity of particular events.

Time plans are written in various common forms known as :

- **Timetable:** daily or weekly regularly recurring events.
- **Schedule**: intermittent or irregular or variable events, and where they take place.
  - **Roster**: duties planned for different staff members, for different times in turn.

Preparing Timetable and Schedule

- **Preparing a health unit time table**
- List all activities that happen regularly each week.
- Then arrange them in an appropriate timetable grid.

Preparing health unit schedule

- A schedule is required when a different activities or the same activity in a different place is spaced at intervals over time.
- To make a schedule, each different activity or each different place is listed and passed through the dates in turn, the whole cycle is repeated.

Preparing duty roster

A duty roster is a time plan for distributing work among staff members

Duty rosters are needed for three purposes:

- To distribute work fairly and evenly outside normal working hours, e.g. night duty, weekend duty, holiday duty
- To distribute uninteresting or difficult work, and interesting or varied work.
- To divide extra duties among the whole staff.

Decision Making

Brain storming?

- What is decision making ?
- What factors can affect decision making capacity of one leader?
- What types of decision making you?
- What is the difference between decision making and problem solving? Or same

Objectives

1. Describe the types of decisions
2. Explain the mechanisms of decision-making
3. Discuss the steps of logical decision-making
4. Identify the factors responsible for decision-making
5. Recognize the decision-making tools

6 Explain the barriers for decision-making and mechanisms of overcoming it

Decision making

- is choosing the best alternative to reach the predetermined objective.

- is a process of identifying and selecting a course of action to solve specific problem.

Planning
Evaluation
Organizing
Decision making
Leading
Human resource mangment

Types of decisions

- **Determined by:**
  - How much time the manager spends in making decision
  - What proportion of the organization must be involved in making decision
  - The organization functions on which they focus

Types of decisions…

- Ends -Means
- Administrative-Operational
- Programmed-Non-programmed

- **Ends-Means Decision**

  - **Ends:** deals with the determination of desired individual or organizational results to be achieved
  - **Means:** decisions deal with strategic or operational programmes, activities that will accomplish desired results.

Administrative-Operational Decision

- **Administrative:** made by senior management, which have significant impact throughout the organization.
  - Usually this type of decision is concerned with policy, resource allocation and utilization.
- **Operational:** are generally made by mid level and first line managers
  - Address day to day operational activities

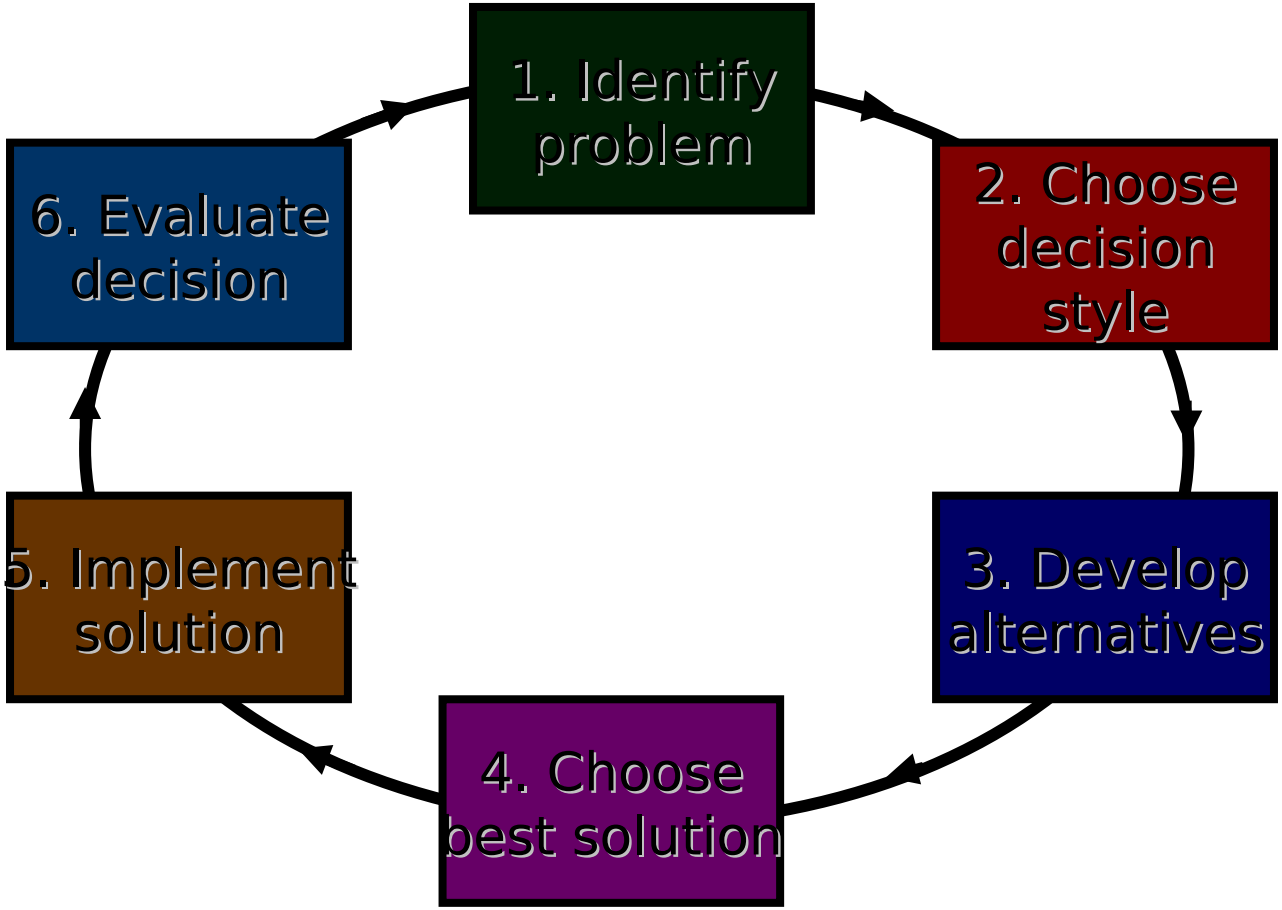
- **Programmed-Non – programmed Decisions**
  - **Programmed-**these are repetitive and routine in nature.
    - Since they can be programmed, procedures, rules and often manuals are formulated to cover those situations
  - **None programmed**: unique and non- routine
  -

Ways of Decision Making

- **Relying on tradition:** taking the same decisions that had been undertaken when similar problem arouse in the past

- **Scientific method:** is a rational, organized and systematic approach to decision making

Decision Making Model



Steps of Decision Making

- Investigating the situation
- Set objectives
- Develop alternatives
- Evaluate alternatives
- Implement and follow up

Factors Influencing Decision Making

- **Decision makers attribute**
  - Knowledge, experience, and judgment
- **The Situation**
  - Urgency of solution and time pressures
  - Magnitude and importance
  - Structure and uncertainty and risk
  - Cost benefit
- **Environmental Constraints**
  - External
  - Internal

Styles of decision making.

- **Individual Decision Making** : the leader make the decision alone
- **Decision Making Through Consultation** : the leader shares the issue with one or more people, but the final decision may or may not be influenced by it.
- **Group Decision Making** : the leader and others work together until they reach a consensus decision.
- **Delegating the Decision** : the leader sets the parameters, then allows one or more others to make the final decision.

Deciding to decide

- **Is the problem easy to deal with**
  - Tip: avoid being bogged down in trivial details. ***Effective managers reserve decision-making techniques for problems that require them.***
- **Might the problem resolve itself**
  - Tip: prioritize and rank problems in order of importance
- **Is it my decision**
  - Tip: the closer to the origin of the problem the decision is the better.

Deciding to decide…

- **Before deciding ask the following questions:**
  - Does the issue affect other departments?
  - Will it have a major impact on the superior's area of responsibility?
  - Does it need further information from higher level?
  - Does it involve serious breach of my department’s budget?
  - Is this problem outside my area of responsibility or authority?
- **If the answer to any of these questions is 'YES'**
  - **pass it to your superior.**

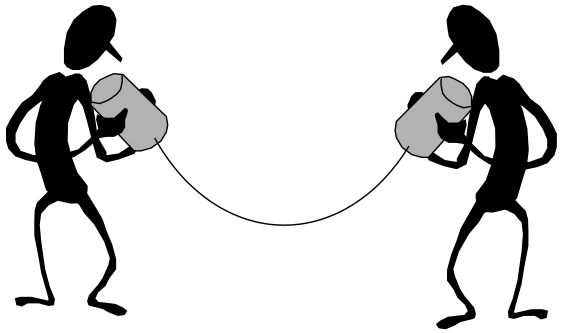
Organizational Communication

Communication

- Definition
- **Types**
- **Modes**
- Components

Types of Communication

- Verbal
  - Oral
  - Written
  - E-mail
- Nonverbal
  - Expression
  - Expressive behaviors
  - Body language



Levels of communication

- Interpersonal communication
- Intraorganizational communication
- Interorganizational communication

Techniques of communication in organization

- Downward communication
  - Letters, meetings and telephone
  - Manuals, handbooks
- Upward communication
  - Suggestion systems
  - Grievances
  - Attitude surveys
- Horizontal communication
- Diagonal communication

Basics for Good Communication

- Before speaking to an individual or a group, plan and organize what you are going to say.
- Consider the physical and psychological setting
- Consult others when necessary to be exact and objective.
- Be mindful of non-verbal communications
- Follow up your communication.
- Be an active listener.
- Give credit for the contributions of others when genuinely deserved.
- Be assertive when expressing your view.

Blocks to Communication

- Listening Skills
- Psychological Blocks
- Environmental Distractions
- Semantic Barriers

Conflict Management

Conflict

- Struggles between two or more people over values, or competition for status, power and scarce resources.”
- **Organizational conflict:**
  - is a state of discord caused by the actual or perceived opposition of needs, values and interests between people working together
  - The struggle that arises when the goal-directed behavior of one person or group blocks the goal-directed behavior of another person or group.

Conflict

- A survey suggests that managers spend over 20% of their time handling conflict.
- For a conflict to exist it must be perceived by the parties to it.
- Conflict is a dynamic process which includes antecedent conditions, cognitive states, affective states and conflicting behavior.

Conflict Management

- Conflict is inevitable
- Has both productive and destructive potential.
- Conflict if mismanaged can threaten:
  - relationships, systems and institutions

Functional vs. Dysfunctional Conflict

- **Functional:** support the goals of the organization, and improve its performance

- **Dysfunctional:** hinders organizational performance and/or harms or interferes with organizational members

Type of Conflict

- **Task conflict**
  - Relates to the content and goals of the work
    - Low- to moderate amounts of task conflict tend to improve performance
- **Relationship conflict**
  - Focus on interpersonal processes
    - Are almost always dysfunctional
- **Process conflict**
  - Relates to how the work gets done
    - Low levels can improve performance

Sources of Organizational Conflict

- **Differentiation**
  - Differences in functional orientation
  - Status inconsistencies
- **Task relationships**
  - Overlapping authority
  - Task interdependence
  - Incompatible evaluation systems
- **Scarcity of resources**

Conflict and its Management

- Conflict is inevitable.
- It need not be viewed as only a negative process.
- Has both productive and destructive potential.
- Conflict if mismanaged, however, can threaten relationships, systems and institutions.

Conflict

- Conflict is not necessarily bad:
  - If it is resolved effectively,
    - it can lead to personal and professional growth

Conflict can lead to increased understanding:

- The discussion needed to resolve conflict give an insight into how they can achieve their goals without undermining those of other people.

Conflict

- Increased group cohesion:
  - When conflict is resolved effectively, team members can develop stronger mutual respect, and a renewed faith in their ability to work together.
- Improved self-knowledge:
  - Conflict pushes individuals to examine their goals in close detail, helping them understand the things that are most important to them, sharpening their focus, and enhancing their effectiveness.

Pondy's Stages

- ***Latent conflict***:
  - There is no actual conflict; the potential for conflict to arise is present
  - because of the sources of conflict previously identified.
- ***Perceived conflict***:
  - Each party searches for the origins of the conflict,
  - defines why the conflict is emerging,
  - analyzes the events that led to its occurrence, and constructs a scenario that accounts for the problems it is experiencing with other parties.
- ***Felt conflict***:
  - The parties in conflict develop negative feelings about each other.
- ***Manifest conflict***:
  - One party decides how to react to or deal with the party that it sees as the source of the conflict, and
  - both parties try to hurt each other and thwart each other's goals.
- ***Conflict aftermath***:
  - Every conflict episode leaves a conflict aftermath that affects the way both parties perceive and respond to a future conflict episode.

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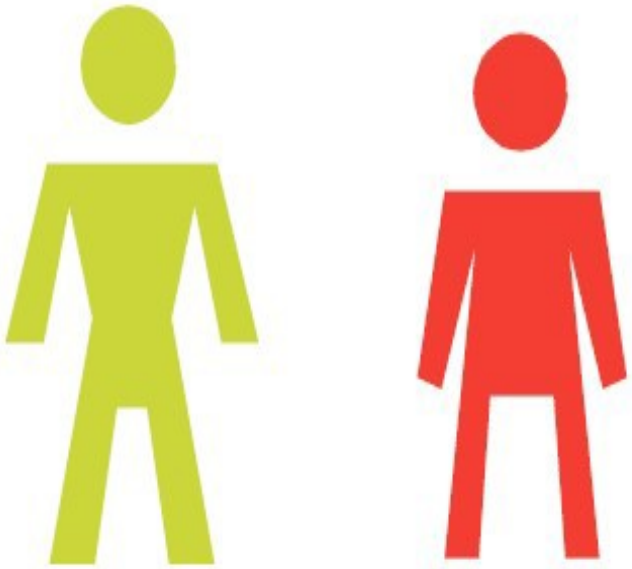
- conflict is an inevitable and unavoidable part of our everyday professional and personal lives

How many people or groups does it take to have a conflict?



Conflict Between…

Why Does Conflict Occur?

Expectations

Different Knowledge

Fear

Poor Communication

Attachment

Incompatible Values

Stress

Past Trauma

Scarce Resources

Different Paradigms

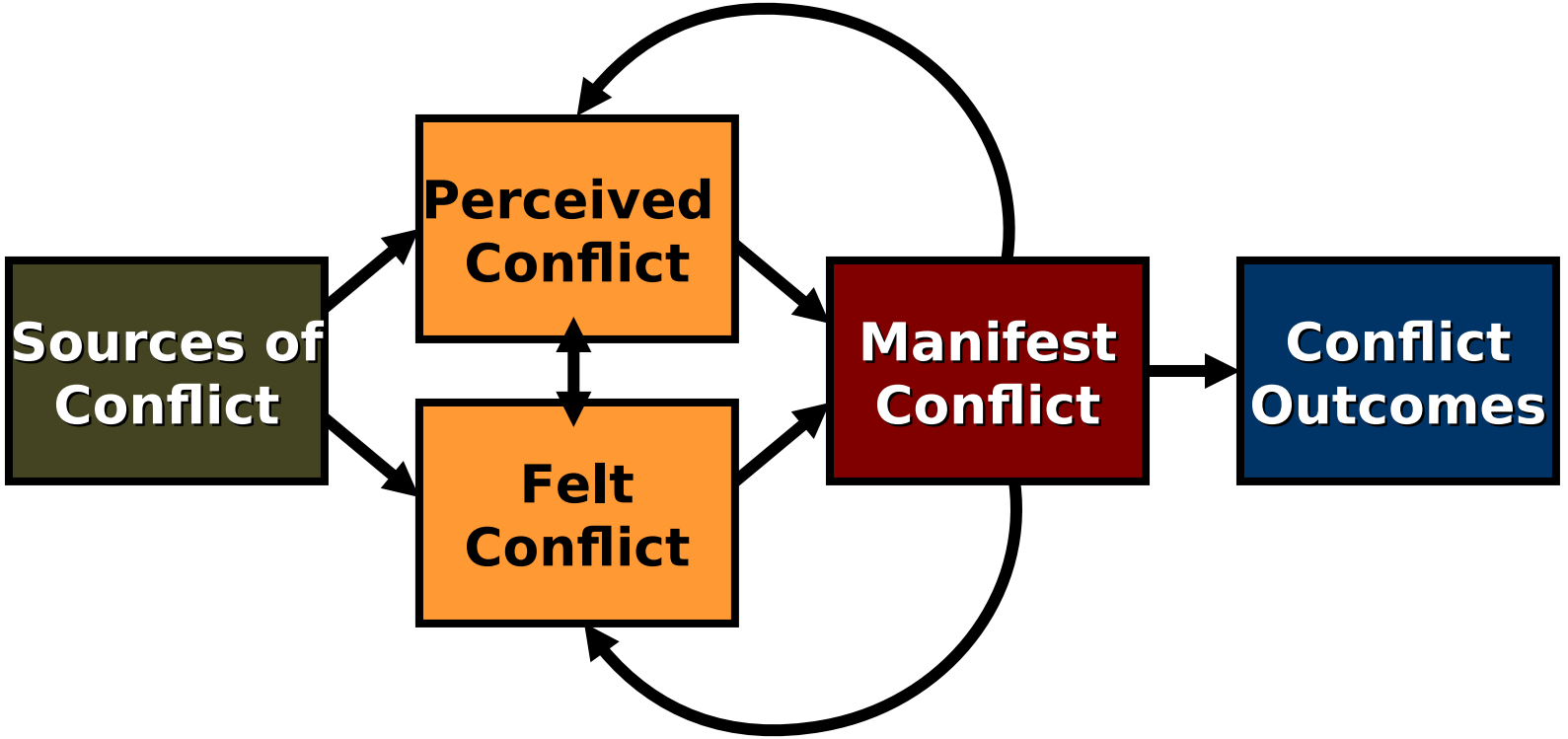
Misunderstanding

Perceived Oppression

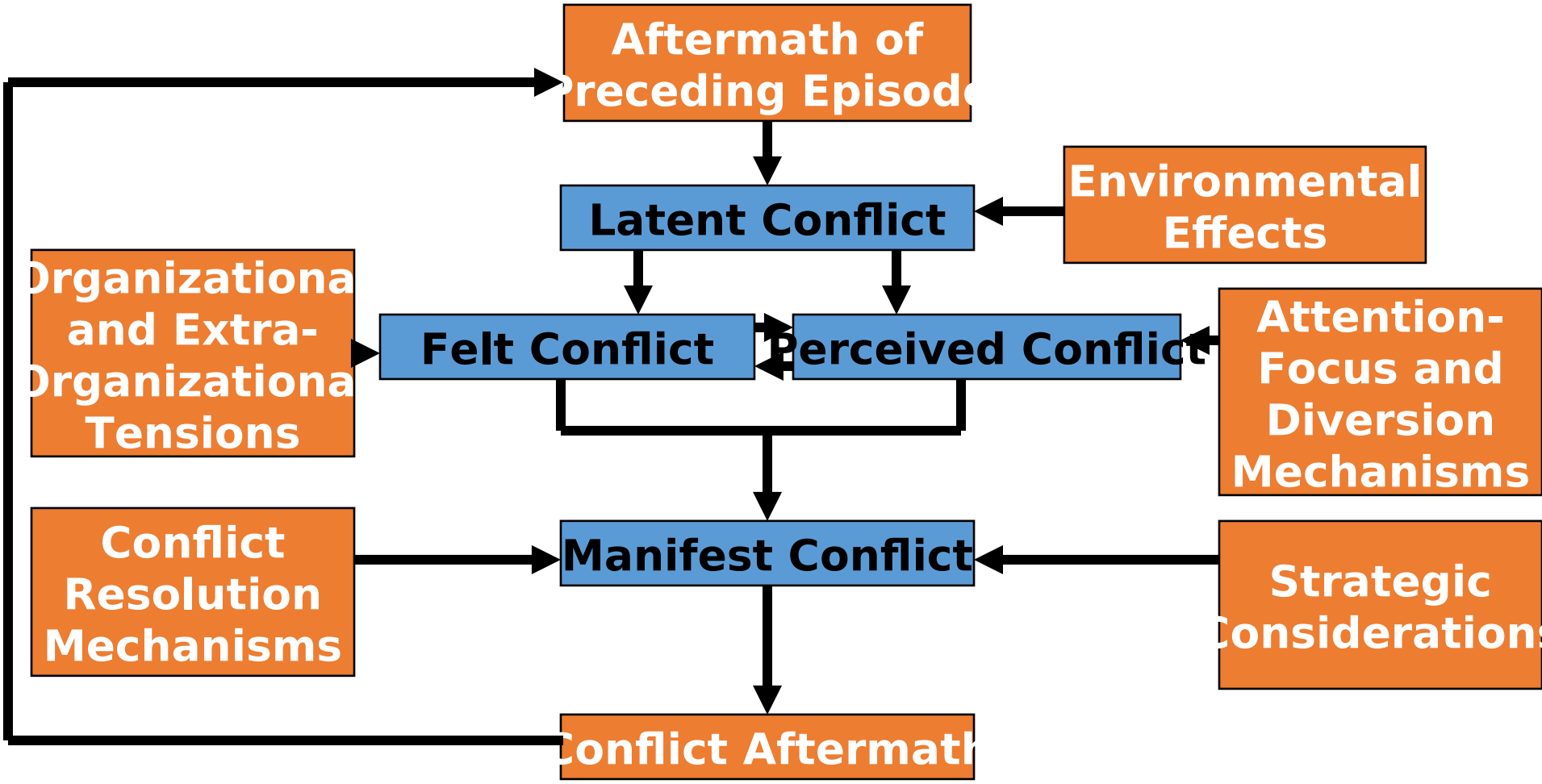
Causes of conflict

- Misunderstanding
- Personality clashes
- Competition for resources
- Authority issues
- Lack of cooperation
- Differences over methods or style
- Low performance
- Value or goal differences

The Conflict Process



A Conflict Model



Desired Outcomes of Conflict

Agreement: Strive for equitable and fair agreements that last.

Stronger relationships: Build bridges of goodwill and trust for the future.

Learning: Greater self-awareness and creative problem solving.

Fitting Conflict Resolution Style to the Situation

Conflict Style	Appropriate Situation
Competing	❑Time is short and we're sure we're correct. ❑The other party would take advantage of a collaborative approach.
Avoiding	❑The conflict is unimportant. ❑We need a temporary, cooling-off tactic.
Accommodating	❑The other party has great power. ❑The issue isn't important to us.
Compromising	❑There is little chance of agreement, both parties have equal power, and there are time constraints.
Collaborating	❑This is the "ideal" style to be sought unless the parties to conflict have perfectly opposing interests.

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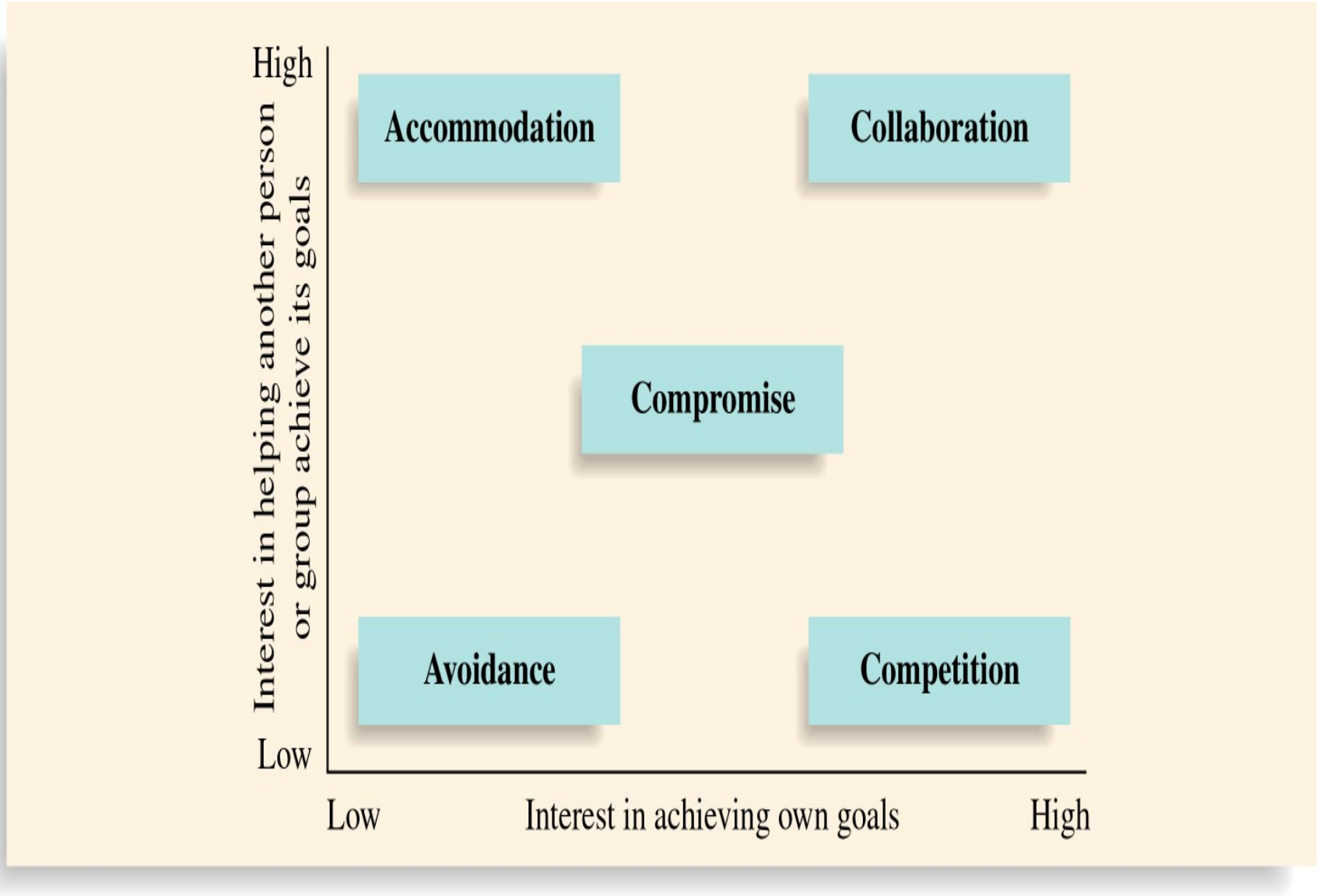
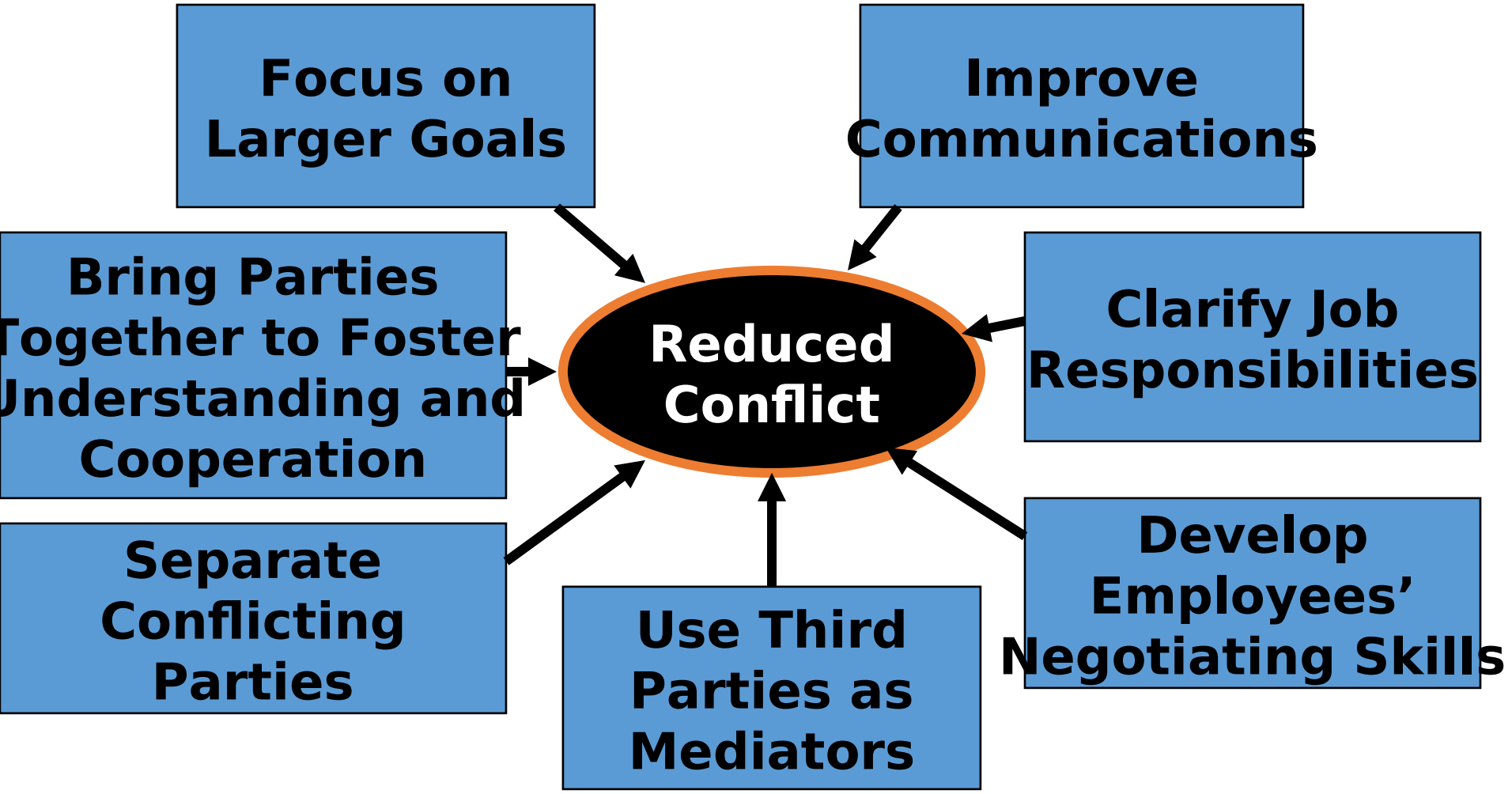

High
Low
Interest in helping another person or group achieve its goals
Accommodation
Collaboration
Compromise
Avoidance
Competition
Low
Interest in achieving own goals
High

Negotiation

- ***Negotiation*** is a process in which groups with conflicting interests meet together to make offers, counteroffers, and concessions to each other in an effort to resolve their differences.
- ***Third-party negotiator*** is an outsider skilled in handling bargaining and negotiation.
  - ***Mediator*** - a neutral third party who tries to help parties in conflict reconcile their differences.
  - ***Arbiter*** - a third party who has the authority to impose a solution to a dispute.

Approaches to Conflict Resolution



Reducing Conflict

- **Lose-lose methods:** parties to the conflict episode do
- not get what they want
- **Win-lose methods:** one party a clear winner; other
- party a clear loser
- **Win-win methods:** each party to the conflict episode
- gets what he or she wants

....

- Lose-lose methods
  - **Avoidance**
    - Withdraw, stay away
    - Does not permanently reduce conflict
  - **Compromise**
    - Bargain, negotiate
  - Each loses something valued
  - **Smoothing**: find similarities

...

Win-lose methods

- **Dominance**
  - Overwhelm other party
  - Overwhelms an avoidance orientation
- **Authoritative command**: decision by person in authority
- **Majority rule**: voting

...

- Win-win methods
  - **Problem solving**: find root causes
  - **Integration**: meet interests and desires of all parties
  - **Superordinate goal**: desired by all but not reachable alone

...

- Summary

 Lose-lose methods: **compromise**

 Win-lose methods: **dominance**

 Win-win methods: **problem solving**

Advice to mangers

- Recognize that conflict is an enduring part of organizational behavior, and develop the skills to be able to analyze and manage it.

- When conflict occurs, try to identify its source and move quickly to intervene to find a solution before the problem escalates.

Advice to mangers

- Whenever you make an important change to role and task relationships, always consider whether the change will create conflict.
  - Recognize that good organizational design can prevent conflict from emerging.
- Recognize that the appropriateness of a conflict management strategy depends on the source of the conflict.

Tips for Managers Whose Employees Are Having a Personality Conflict

1. Follow organizational policies
2. Investigate and document conflict.
3. If appropriate, take corrective action
4. If necessary, attempt informal dispute resolution.

Minimizing Inter-group Conflict: An Updated Contact Model

Level of perceived Inter-group conflict tends to increase when:

- Conflict within the group is high
- There are negative interactions between groups (or between members of those groups)
- Influential third-party gossip about other gro is negative

Recommended actions:

- Work to eliminate specific negative interactions between groups (and members).
- Conduct team building to reduce intra group conflict.
- Encourage personal friendships and good working relationships across groups and departments.
- Foster positive attitudes toward members of other groups.
- Avoid or neutralize negative gossip across groups or departments.

Group Dynamics and Teamwork

Overview of Groups and Group Dynamics

- A group is two or more people who interact with one another such that each person influences and is influenced by each other person.

Overview of Groups and Group Dynamics

- The Importance of Studying Groups
  - studying the behavior of people in group settings helps to understand organizational behavior.
  - Managers can manage conflicts better when they understand why groups form.

Types of Groups

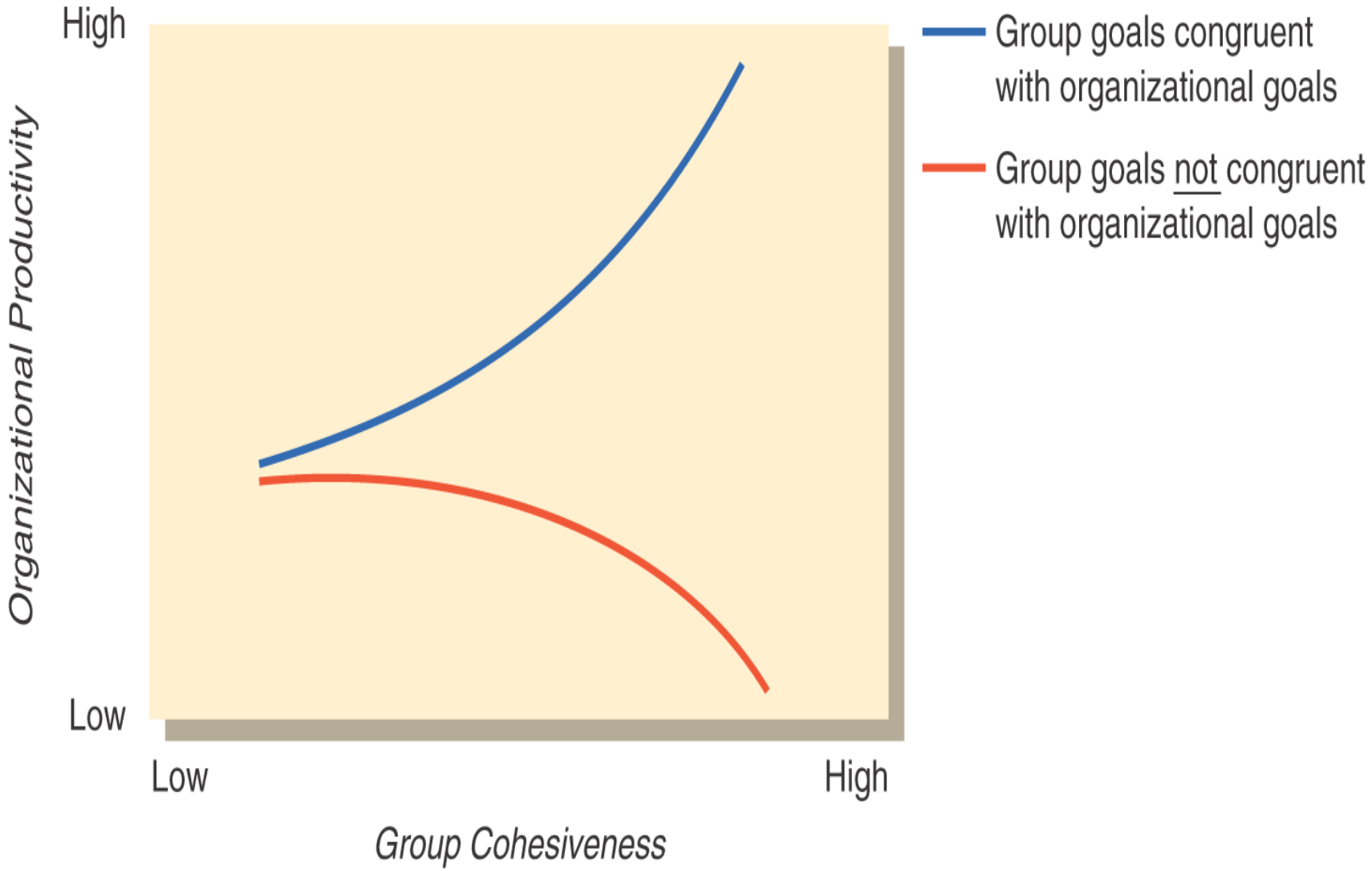
- Formal Groups
- Informal Groups

Tuckman's Five-Stage Theory of Group Development

	Forming	Storming	Norming	Performing
Individual Issues	"How do I fit in?"	"What's my role here?"	"What do the others expec me to do?"	"How can I best perform my role?"
Group Issues	"Why are we here?"	"Why are we fighting over who's in charge and wh does what?"	"Can we agre on roles and work as a team?"	"Can we do the job properly?"

Individual versus Group Decision Making

Individuals	Groups
• Speed	• Knowledge & Diversity
• Clear Accountability	• High Quality Decisions
• Consistent Values	• Increased Acceptance


High
Low
Organizational Productivity
Low
High
Group Cohesiveness
Group goals congruent with organizational goals
Group goals not congruent with organizational goals

Team Work

- **“Individual commitment to a group effort --that is what makes a team work, an organization work, a society work, a civilization work.”**

Team Development

“Coming together is a beginning.

Keeping together is progress.

Working together is success.”

-Henry Ford

Team Work

A team is defined as :

- two or more people who interact and influence each other toward a common purpose
- Multiple individuals with specific skills and roles, coordinating their activities towards a mutually understood and agreed upon aim

Teamwork: is a set of interrelated behaviors, cognitions, and attitudes that combine to facilitate coordinated, adaptive performance."

- Knowledge: what we think
- Behaviors/Skills: what we do
- Attitudes: how we feel

Team Work

Types of teams

1. **Formal Team:** is a team deliberately created by managers to carry out specific activities, which help the organization to achieve its objectives.
2. **Informal team: e**merge whenever people come together and interact regularly.

Why Have Teams?

- **Society & technology are complex**
- **Require interdisciplinary knowledge**
- **Advantages in diversity**
- **One vision, many hands**
- **Shared responsibility**
- **Timing is essential**

Characteristics of Effective team

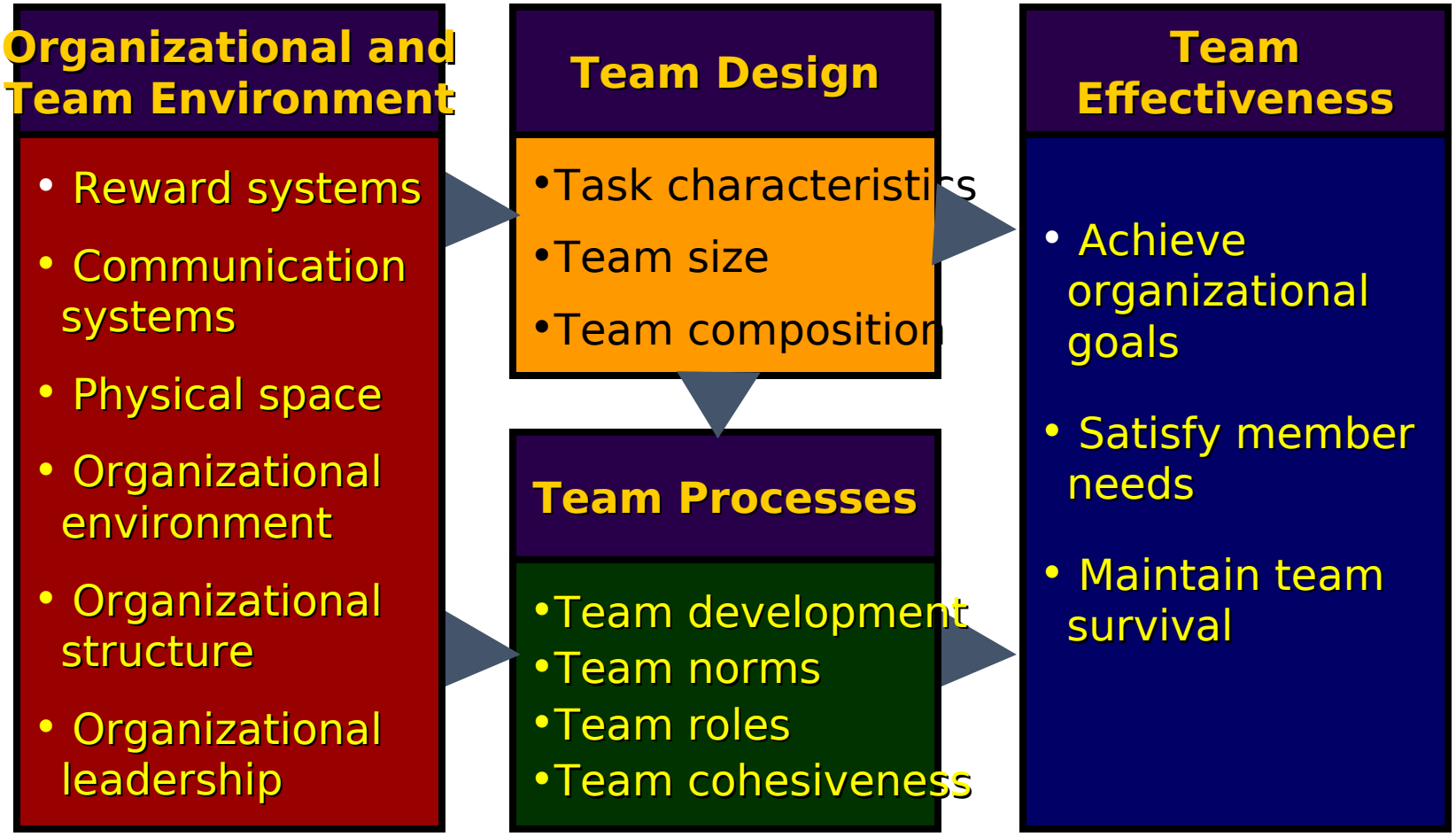
- Communication
- Trust
- Shared decision-making
- Positive reinforcement
- Cooperation
- Flexibility
- Focus on common goals
- Synergy

Stages of team Development	Leadership
Forming	Telling Guidance and direction
Storming	Selling, coaching
Norming	Participating: facilitates, enables
Performing	Delegating: oversees

Task Variables and Group Composition

A homogenous group is more useful for	A heterogeneous group is more useful for
Simple tasks	Complex tasks
Sequential tasks	Collective tasks
Tasks that require cooperation	Tasks that require creativity
Tasks that must be done quickly	Tasks that need not be done quickly

Team Effectiveness Model



Managing Group Dynamics

- Managing groups requires:
  - Knowing what types of groups exist in the organization.
  - Possibly “formalizing” some informal groups.
  - Breaking up groups to realign the organization and goals.

Managing group dynamics

- Nurturing groups through the developmental stages.
- Encouraging the development of group norms and roles.
- Developing a reward structure that fosters individual efforts to achieve group goals.
- Assuming a linking role to coordinate the activities of groups.

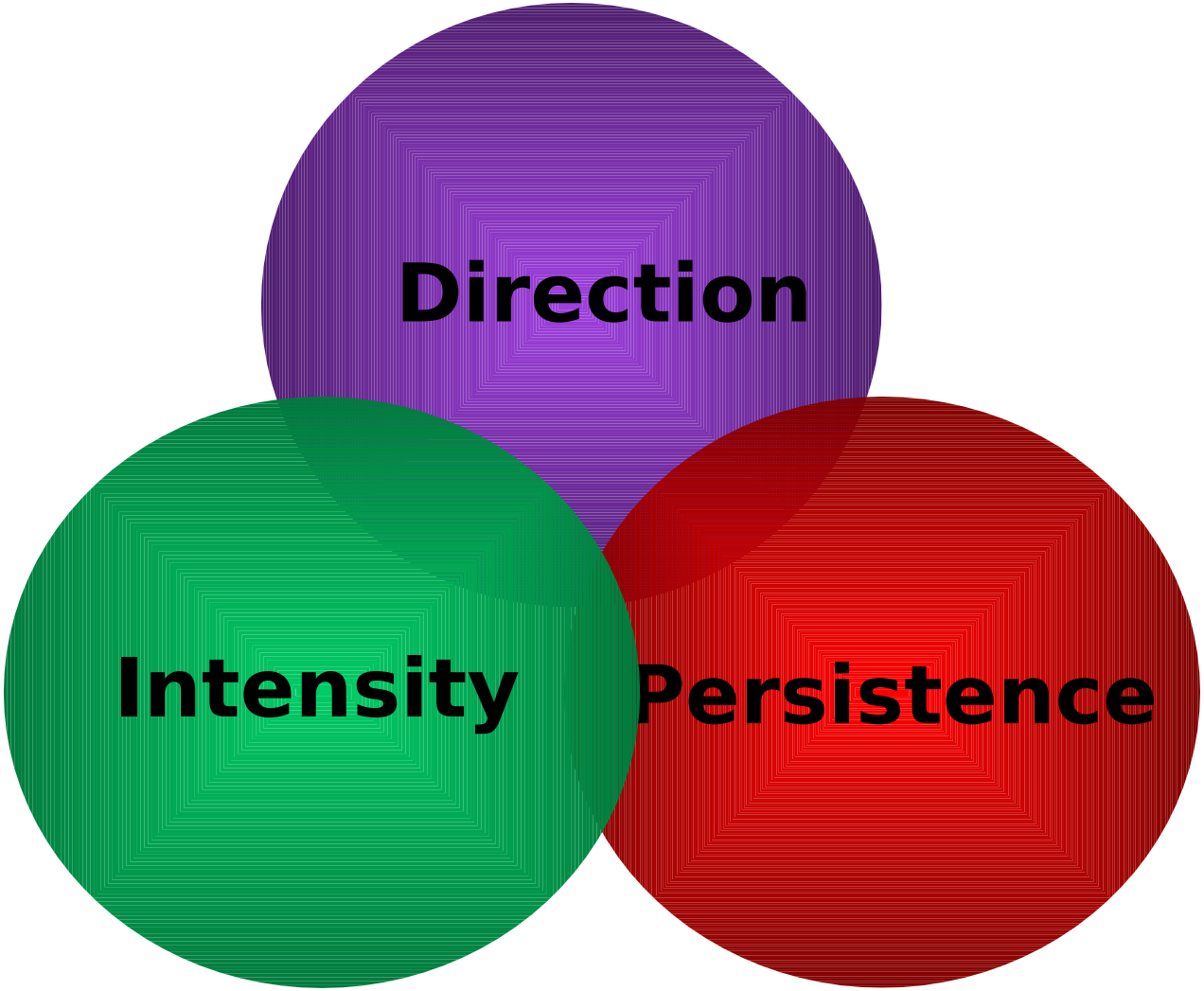
Motivation

What’s important to you at work?

Motivation

- The term 'motive' is derived from the Latin word 'emovere' which means to move or to activate
- Motivation—the forces within the individual that account for the level, direction, and persistence of effort expended at work.
- The willingness to exert high levels of **effort** to reach organizational goals, conditioned by the effort's ability to satisfy some individual need

What Is Motivation?



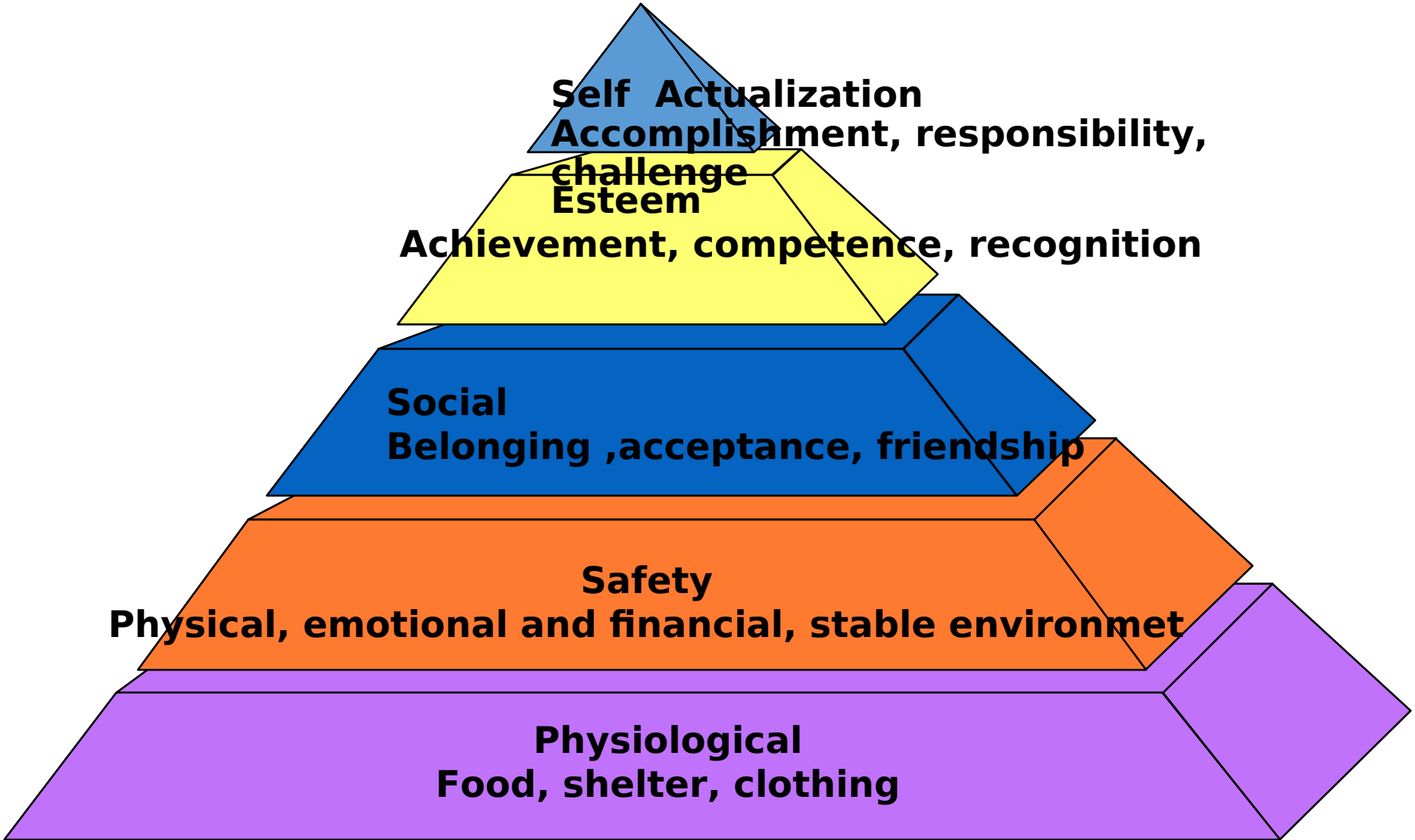
Motivation theories

- **Content theories**
  - Human needs and how people with different needs may respond to different work situations.
- **Process theories**
  - How people give meaning to rewards and make decisions on various work-related behaviors.
- **Reinforcement theory**
  - How people's behavior is influenced by environmental consequences.

Content theories of motivation

- Hierarchy of needs theory
- ERG theory
- Two-factor theory
- Acquired needs theory

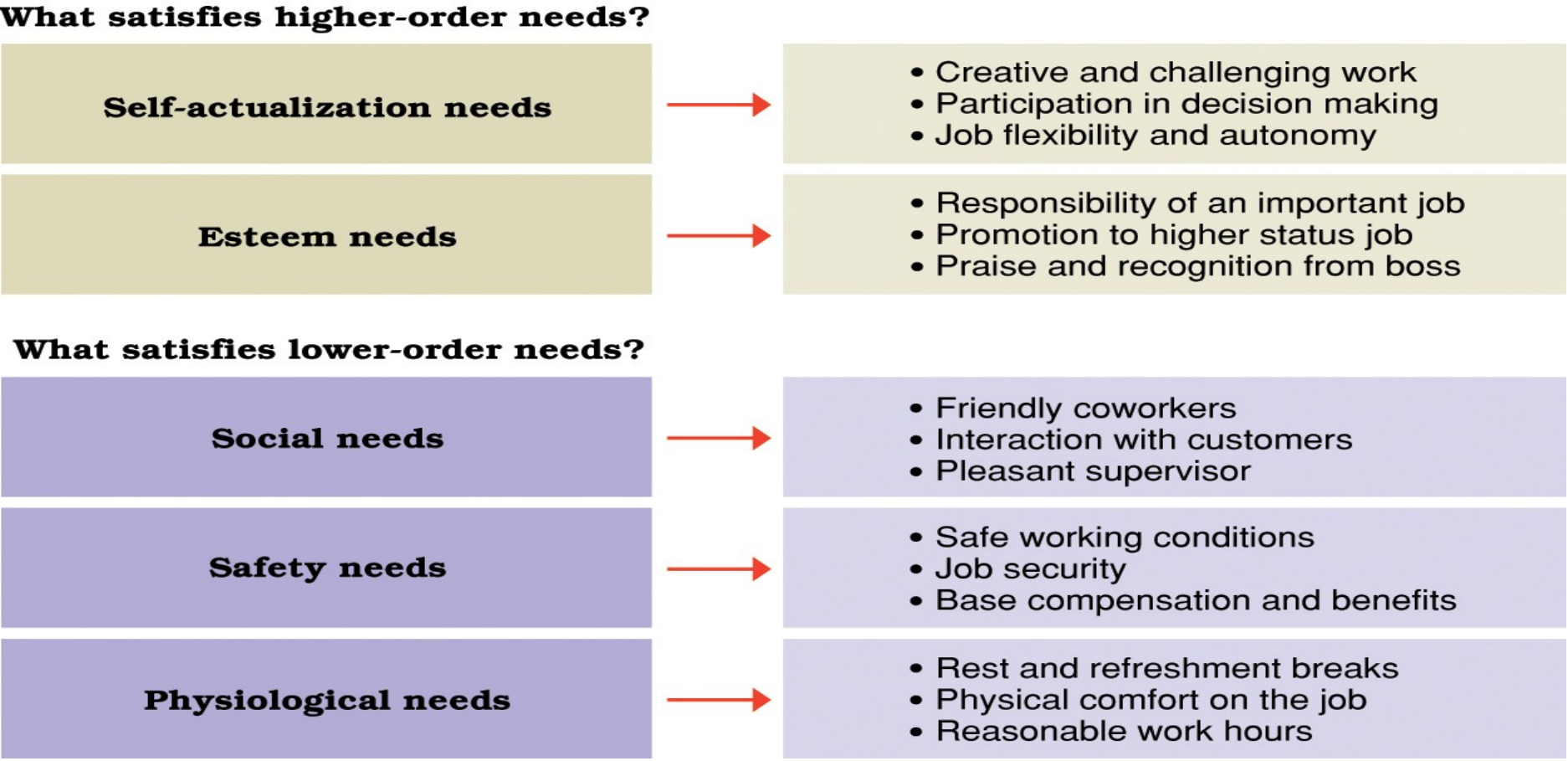
Maslow's Hierarchy of Needs



Abraham Maslow
Hierarchy of needs theory

- A satisfied need is not a motivator of behavior.
- need at one level does not become activated until the next lower-level need is satisfied.

Opportunities for satisfaction in Maslow's hierarchy of human needs.



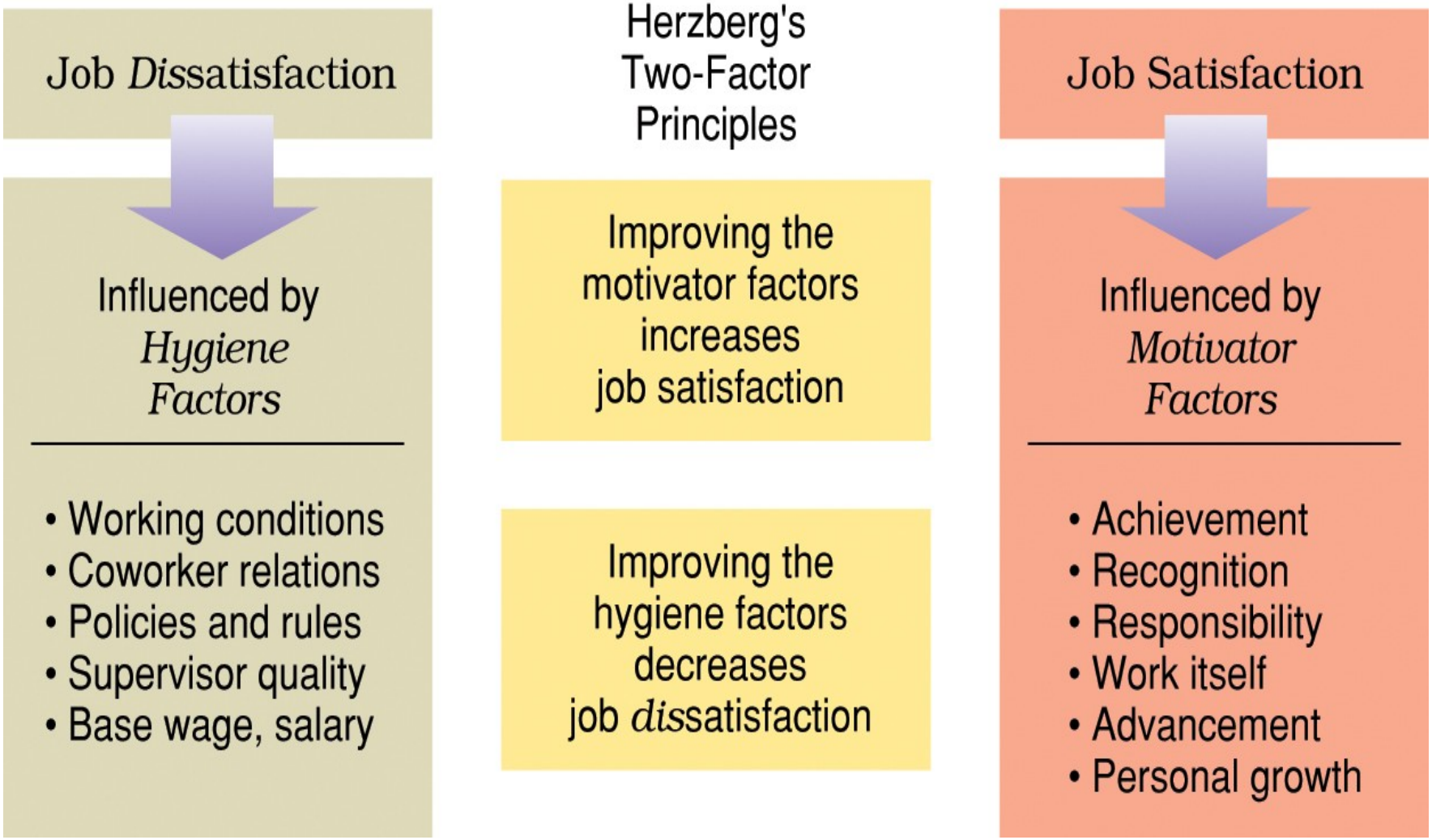
ERG theory

- Developed by Clayton Alderfer.
- Three need levels:
  - **Existence needs** — desires for physiological and material well-being.
  - **Relatedness needs** — desires for satisfying interpersonal relationships.
  - **Growth needs** — desires for continued psychological growth and development.

Two-factor theory

- Developed by Frederick Herzberg.
- Hygiene factors:
  - Elements of the job context.
  - Sources of job dissatisfaction.
- Satisfier factors:
  - Elements of the job content.
  - Sources of job satisfaction and motivation.

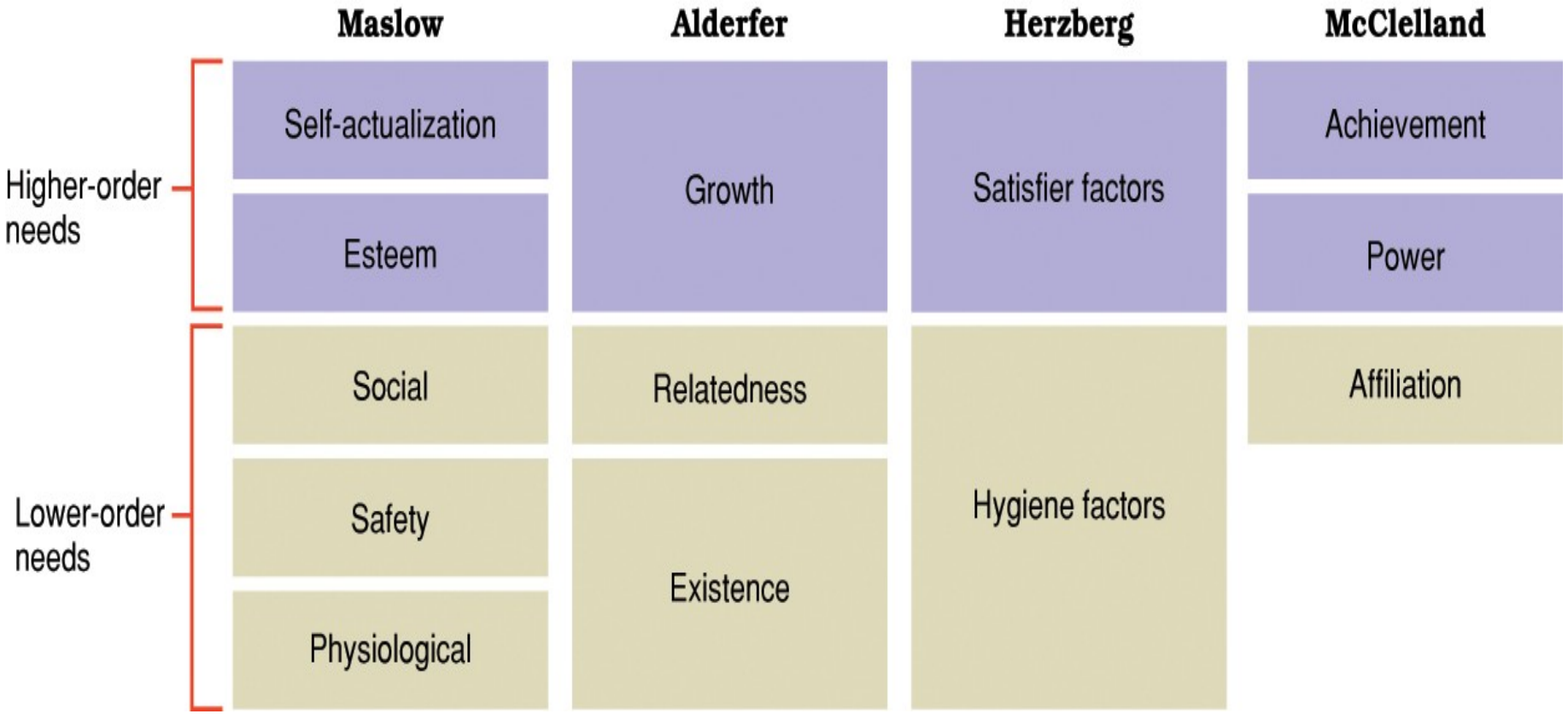
Herzberg's two-factor theory.



Acquired needs theory

- Developed by David McClelland.
- People acquire needs through their life experiences.
- Needs that are acquired:
  - **Need for Achievement**: Desire to do something better or more efficiently, to solve problems, or to master complex tasks.
  - **Need for Power** **:**Desire to control other persons, to influence their behavior, or to be responsible for other people. Personal power versus social power.
  - **Need for Affiliation**: Desire to establish and maintain friendly and warm relations with other persons.

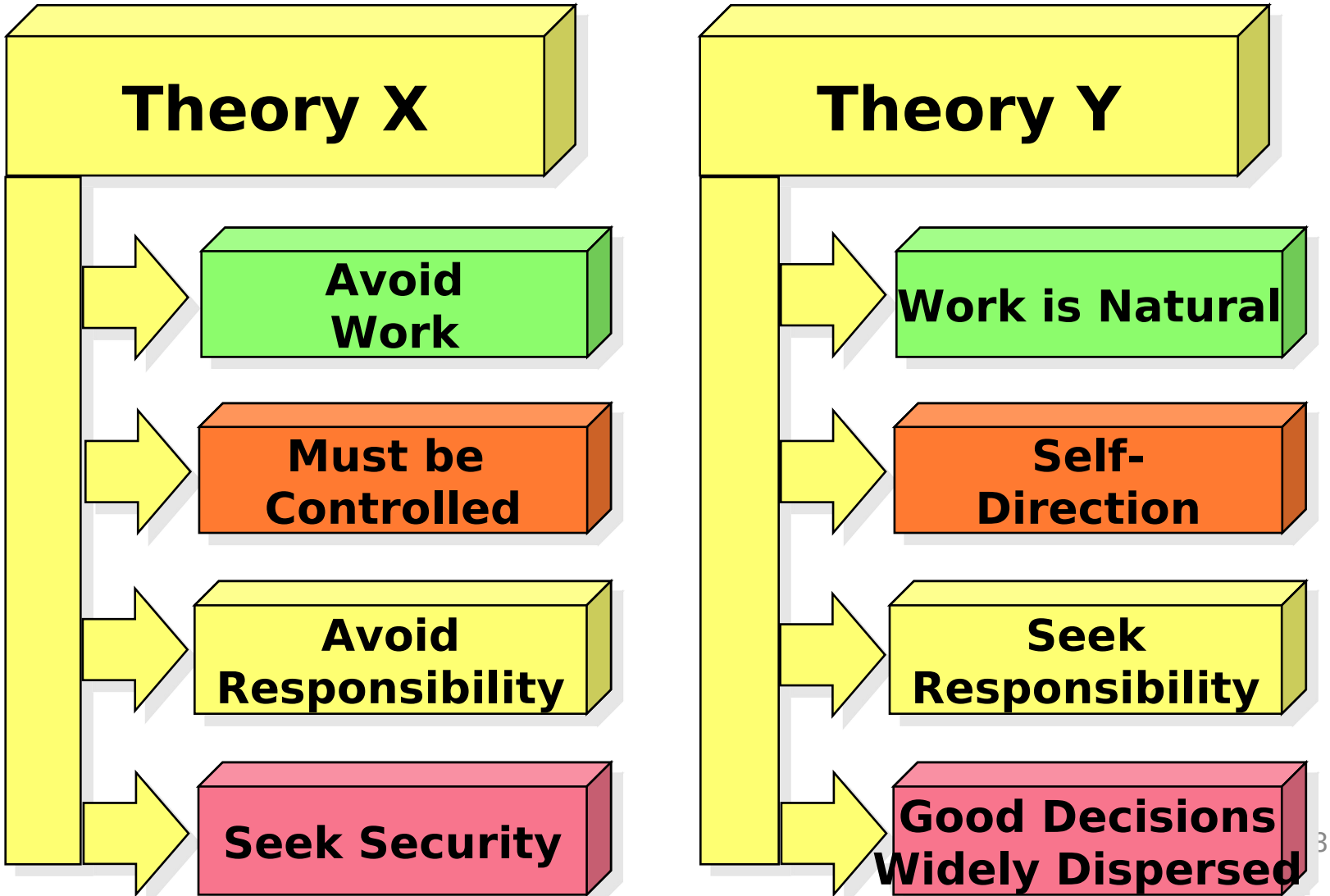
Comparison of Maslow's, Alderfer's, Herzberg's, and McClelland's motivation theories.



Theory X and Theory Y

- Douglas McGregor Identified two approaches:
  - **Theory X:** These managers think people do not like to work and like strict supervision.
  - **Theory Y:** These managers think work is a source of satisfaction and want the responsibility.

Theory X and Theory Y



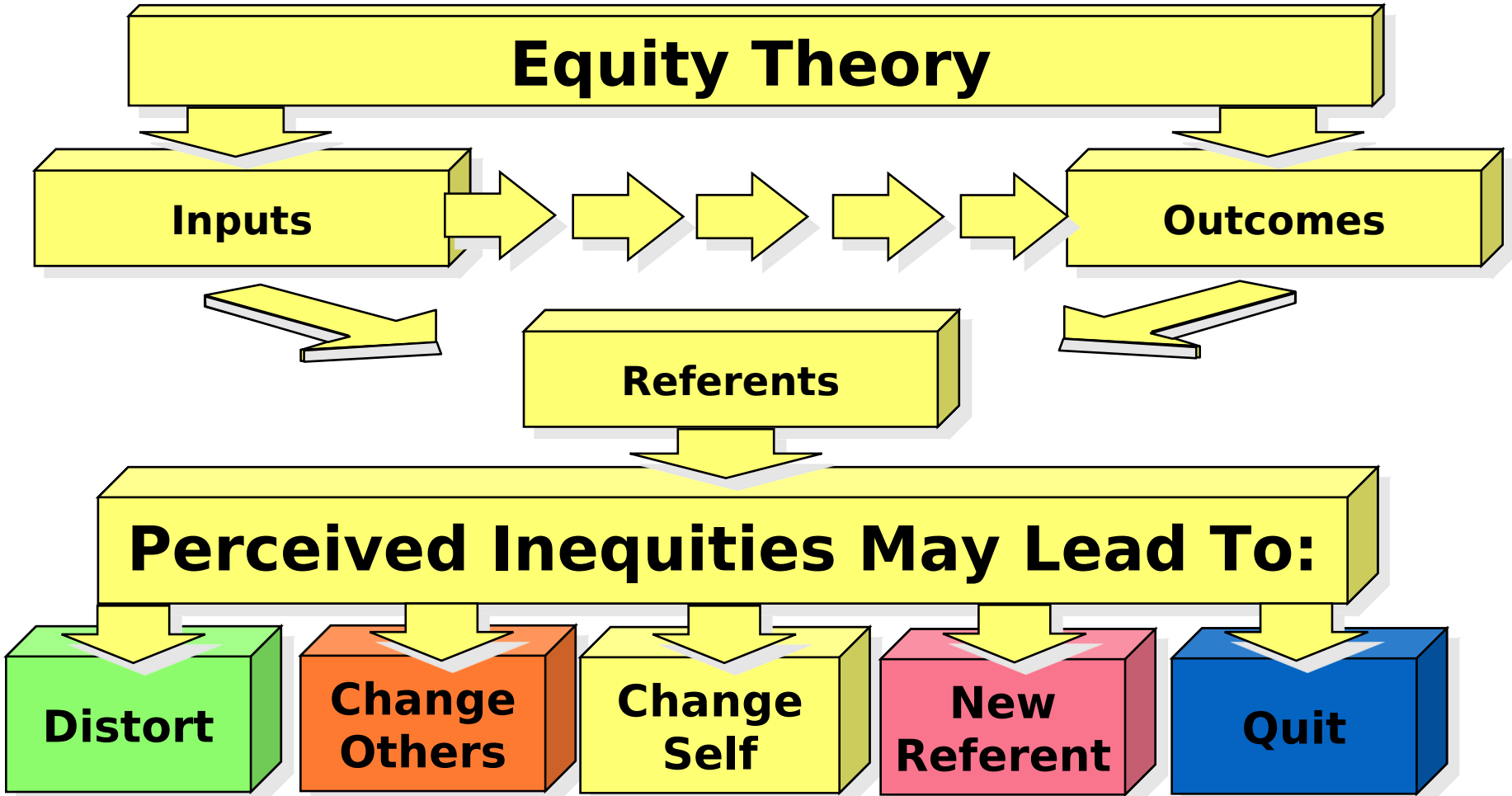
Process theories of motivation How people make choices

- **Choices to work hard or not are based on:**
  - Individual preferences.
  - Available rewards.
  - Possible work outcomes.
- **Types of process theories:**
  - Equity theory.
  - Expectancy theory.
  - Goal-setting theory.

Equity theory

- Developed by J. Stacy Adams.
- **People compare their job inputs-outputs ratio with relevant others**
- Adjust work motivation according to results

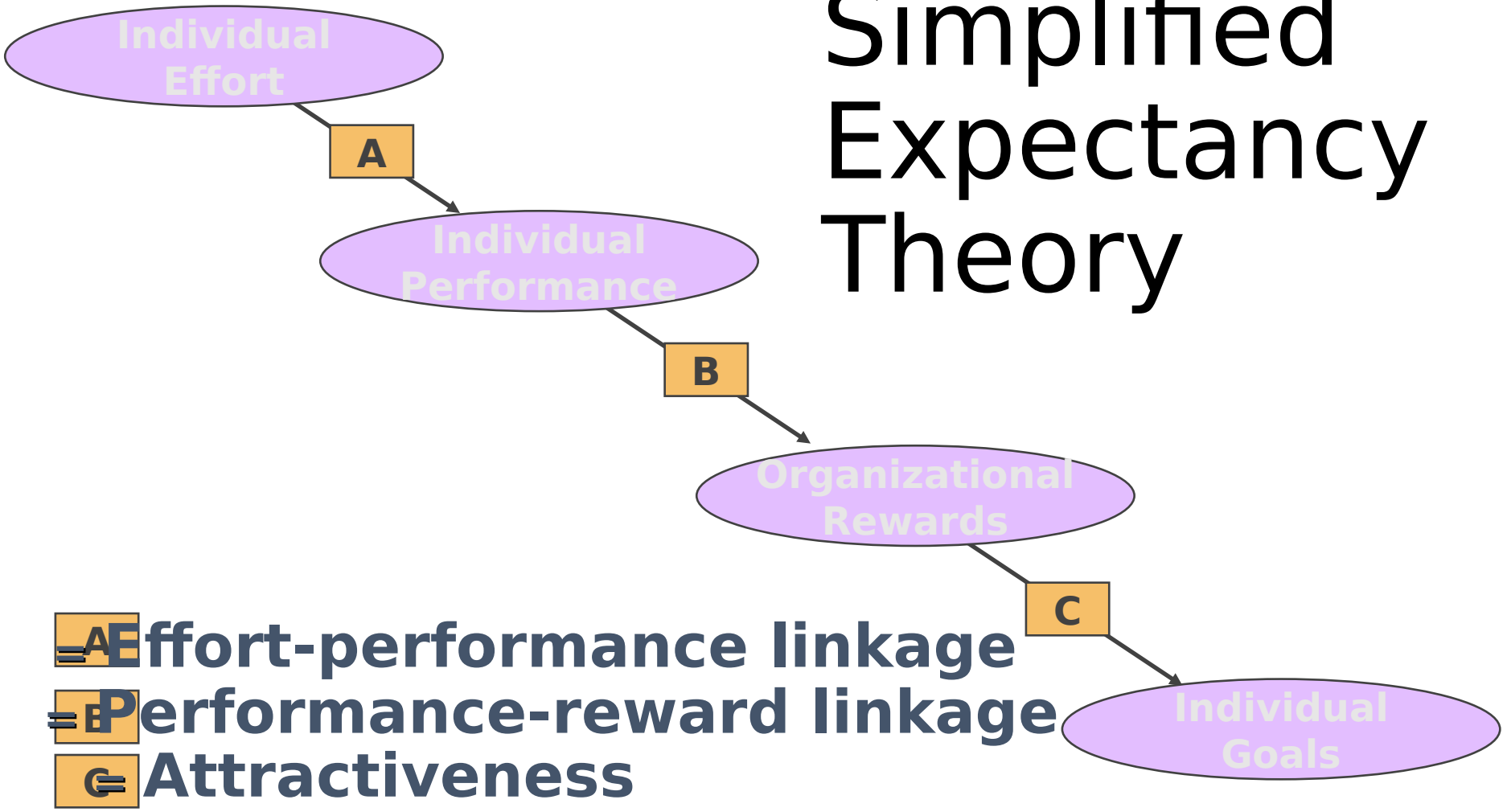
Equity Theory



Expectancy theory

- Developed by Victor Vroom.
- Key expectancy theory variables:
  - **Expectancy** — belief that working hard will result in desired level of performance.
  - **Instrumentality** — belief that successful performance will be followed by rewards.
  - **Valence** — value a person assigns to rewards and other work related outcomes

Simplified Expectancy Theory



- A = Effort-performance linkage
- B = Performance-reward linkage
- C = Attractiveness

Expectancy theory

- Motivation (M), expectancy (E), instrumentality (I), and valence (V) are related to one another in a multiplicative fashion:

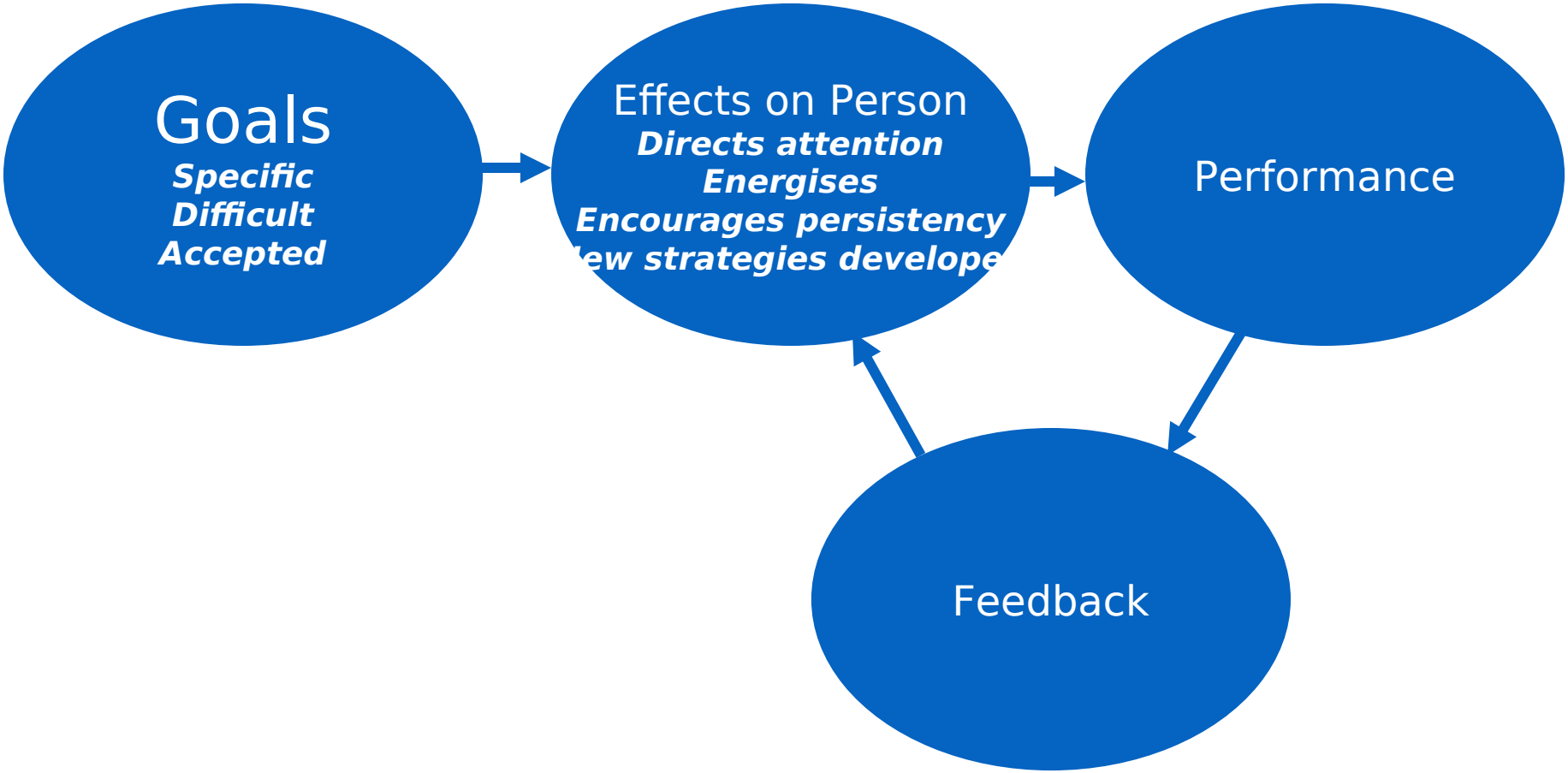
$$M = E \times I \times V$$

- If either E, I, or V is low, motivation will be low

Goal-setting theory

- Developed by Edwin Locke.
- **Properly set and well-managed task goals can be highly motivating.**
- **Motivational effects of task goals:**
  - Provide direction to people in their work.
  - Clarify performance expectations.
  - Establish a frame of reference for feedback.

Goal Setting



Reinforcement

- **Positive reinforcement**
  - Increases the frequency of a behavior through the contingent presentation of a pleasant consequence.
- **Negative reinforcement**
  - Increases the frequency of a behavior through the contingent removal of an unpleasant consequence.

Integrated model of motivation

- Motivation leads to work effort when combined with appropriate individual abilities and organizational support leads to performance accomplishment.
- The motivational impact of any rewards received for this performance accomplishment depends on equity and reinforcement considerations.
- Ultimately, satisfaction with rewards should lead to increased motivation to work hard in the future.

Leadership

Leadership

- Is the ability of a leader to influence the behavior of followers and persuade them to follow a particular course of action.
- Is influencing people to achieve particular goal
- 'Leading an organization means marshalling the people, capital & intellectual resources of the organization to move it in the right direction’

Leadership

- Leadership involves not just “doing,” but “being
- Leadership is exercised with others
- Leadership is responsibility.
- Leadership happens at all levels.
- Leadership is enabling people

Leadership

- Visionary Leadership: A leader develops a shared vision & mission, secures commitment to them, & uses them to provide passion & focus for all decisions, programs & operations.

- Collaborative Leadership :Leader promotes common values, teamwork, alliances & collegiality to find joint solutions to problems.

Leadership

- Servant Leadership :Leader encourages & helps others achieve their own goals by securing resources, removing obstacles & coaching or mentoring them to improve effectiveness.
- Charismatic Leadership :Leader uses charm, prestige, personal stature to attract followers & persuade them to move in a desired direction.

Evidences

- Few studies have attempted to differentiate between *managerial or leadership effectiveness*
- Few studies have produced empirical results that can be generalised beyond particular organizational settings.
- Most management and leadership research continues to be divorced from the world of practice
- Lack of evidence-based approaches to management practice

Roles of a Leader

- Visionary & strategist
- Resource mobilization/effective utilization
- Team building/effective communication
- Effective partnership, collaboration, networking, dialoguing, negotiating
- Empowerment
- Challenger
- Change agent in a changing environment

Theories of Leadership

- Great Man Theory
- Trait Theory
- Behavioral Theories
- Situational Leadership
- Contingency Theory
- Transactional Leadership
- Transformational Leadership

Leadership Theories

- **Great man theory**: assumes that the capacity for leadership is inherent – that great leaders are born, not made

- **Trait Theory**: L***eader traits - characteristics that might be used to*** **differentiate leaders from non leaders**

Behavioral Theories

- Focus on the behavior of leaders rather than on their personal characteristics traits
- lent themselves more readily to scientific examination
- Behavioral Approach
- Two primary behaviors
  - Task-oriented
  - Relationship-oriented

Behavioral Theories

Ohio State Studies

Identified two dimensions of leader behavior

- **Initiating structure:** **the role of the leader in defining his/** her role and the roles of group members
- **Consideration:** **the leader's mutual trust and respect for** group members' ideas and feelings.

Research findings: mixed results

- High-high leaders generally, but not always, achieved high group task performance and satisfaction.
- Evidence indicated that situational factors appeared to strongly influence leadership effectiveness.

Behavioral Theories

University of Michigan Studies

- Identified two dimensions of leader behavior

– **Employee oriented: emphasizing personal relationships**

– **Production oriented: emphasizing task accomplishment**

Research findings:

– Leaders who are employee and product oriented are strongly associated with high group productivity and high job satisfaction.

Behavioral Theories

University of Iowa Studies (Kurt Lewin) identified three leadership styles:

- **Autocratic style: centralized authority, low participation**
- **Democratic style: involvement, high participation,** feedback
- **Laissez faire style: hands-off management**

Research findings: mixed results

- No specific style was consistently better for producing better performance
- Employees were more satisfied under a democratic leader than an autocratic leader

Behavioral Theories

Managerial Grid

– Appraises leadership styles using two dimensions:

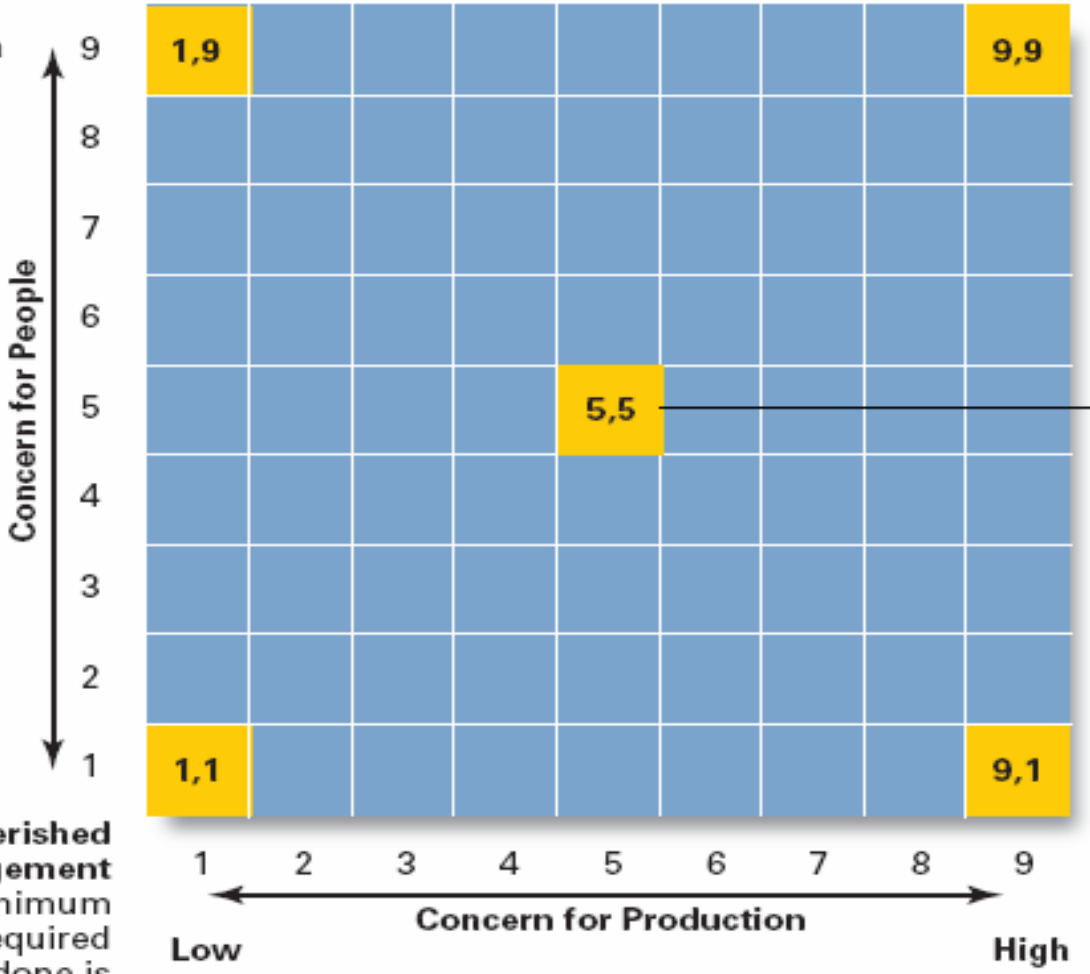
- Concern for people
- Concern for production

– Places managerial styles in five categories:

- Impoverished management
- Task management
- Middle-of-the-road management
- Country club management
- Team management

Country Club Management
Thoughtful attention to needs of people for satisfying relationship leads to a comfortable, friendly organization atmosphere and work tempo.

Team Management
Work accomplished is from committed people; interdependence through a "common stake" in organization purpose leads to relationships of trust and respect.

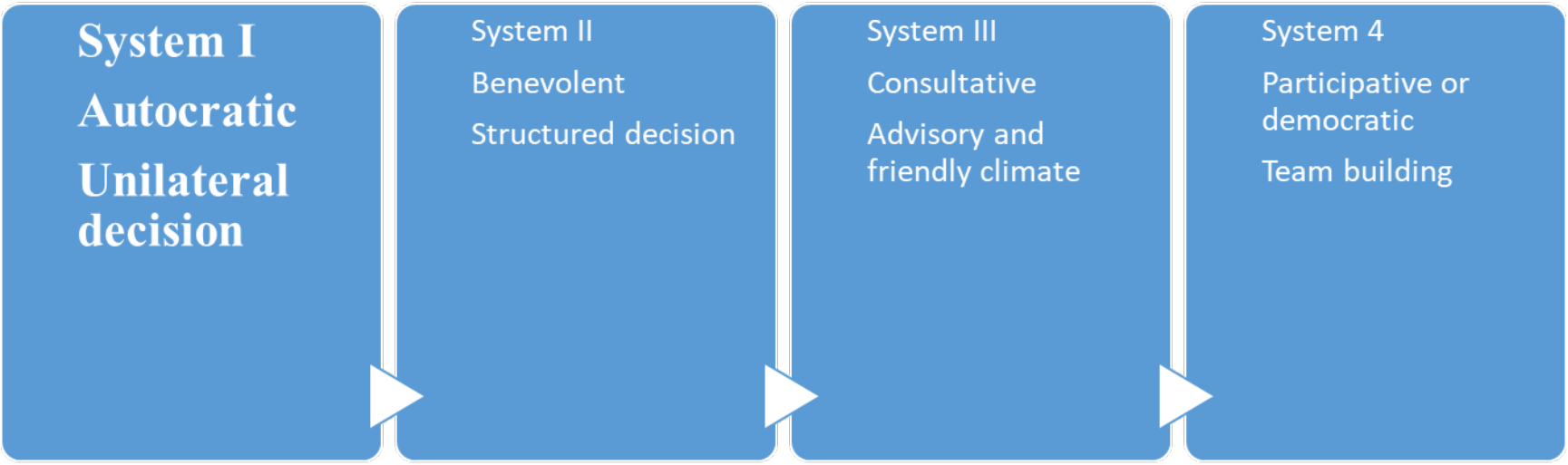


Middle-of-the-Road Management
Adequate organization performance is possible through balancing the necessity to get out work with maintaining morale of people at a satisfactory level.

Impoverished Management
Exertion of minimum effort to get required work done is appropriate to sustain organization membership.

Task Management
Efficiency in operations results from arranging conditions of work in such a way that human elements interfere to a minimum degree.

Likert's system 4 Management Model



Contingency Theories Of Leadership

Basic Assumptions

– leader effectiveness depends on the situation

–certain leadership style are effective in different types of situations.

–Matching the leader to the situation or changing the situation to make it favorable to the leader is required.

Contingency Theories Of Leadership

Fiedler Model

Proposes that effective group performance depends upon the proper match between

- the leader's style of interacting with followers and
- the degree to which the situation allows the leader to control and influence.

Assumptions:

- A certain leadership style should be most effective in different types of situations.
- Matching the leader to the situation or changing the situation to make it favorable to the leader is required.

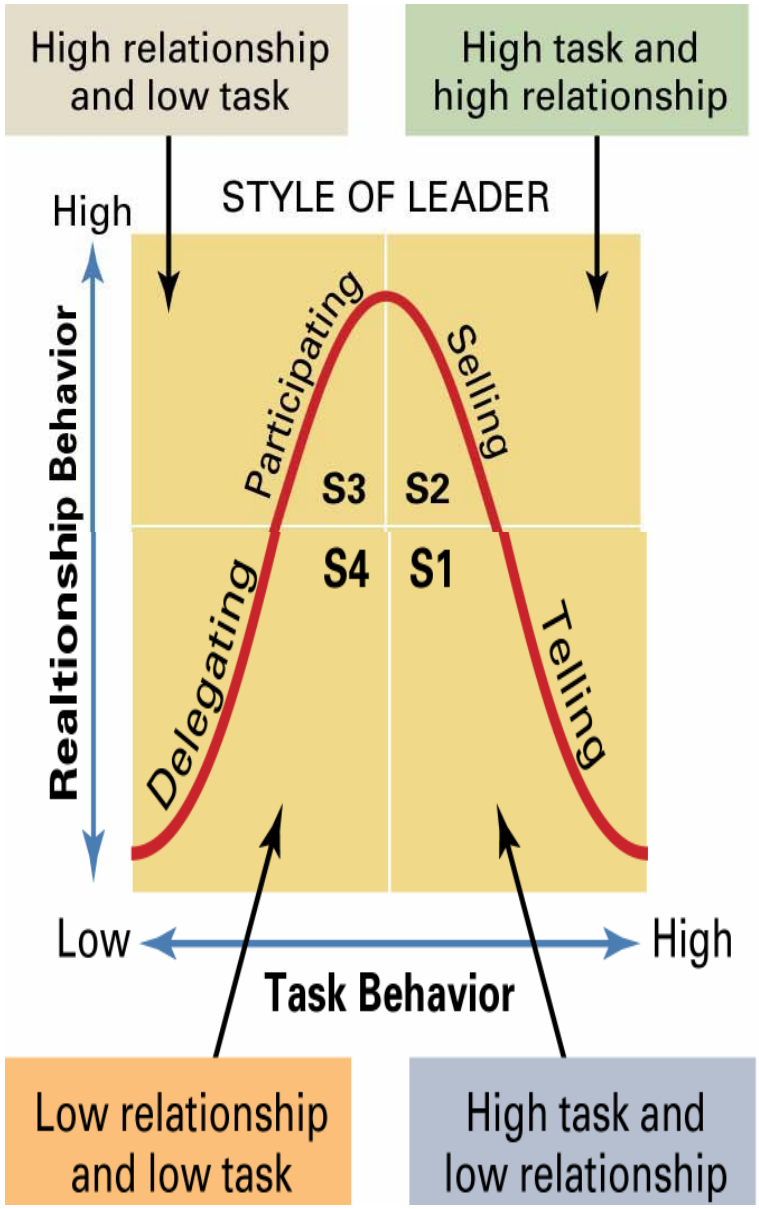
Hersey and Blanchard's Situational Leadership Theory

Argues that successful leadership is achieved by selecting

- the right leadership style which is contingent on
- the level of the followers' readiness.
  - **Acceptance:** **leadership effectiveness depends on** whether followers accept or reject a leader.
  - **Readiness:** **the extent to which followers have the** ability and willingness to accomplish a specific task.
    - Leaders must relinquish control over and contact with followers as they become more competent.

Situational Leadership Theory

- **Creates four specific leadership styles incorporating Fiedler's two leadership dimensions:**
- **Telling: high task-low relationship leadership**
- **Selling: high task-high relationship leadership**
- **Participating: low task-high relationship leadership**
- **Delegating: low task-low relationship leadership**



High	Moderate	Low

R4	R3	R2	R1
Able and willing	Able and unwilling	Unable and willing	Unable and unwilling

Follower Readiness

New Level of Thinking

- “Our current problems Can not be solved with the same level of thinking which created them “

Albert Einstein

Transformational Leadership

- A leadership style focused on effecting revolutionary change in organizations through a commitment to the organization's vision

Why transformational leadership?

- **Build & facilitate leadership**
- **Nurture employees**
- **Respond to current problems**

DIMENSIONS OF TRANSFORMATIONAL LEADERSHIP

The four 'I's'

- **Idealized influence (charisma):**
  - follower admiration & respect
  - risk sharing
  - consideration for follower needs
  - ethical & moral conduct (trust)
- **Inspirational motivation**
  - meaning & challenge to work
- **Intellectual stimulation**
  - creative problem solving
- **Individualized consideration**
  - listening, praising

Characteristics of Transformational Leaders

- Set Visions
- Communicate the Vision
- Model the Vision
- “walk the talk”
- “watch what I do, not what I say.”
- Builds Commitment towards the vision
- Empower and involve

Transactional Leadership

- It is founded on the belief that leaders & followers can raise each other to higher levels of motivation & morality by contributing to each other's objectives.
- It uses rewards, punishments, reciprocity (relationship involving mutual exchange),
- exchanges (economic, emotional, physical) & other; such "transactions" are the basis of leadership.

Transformational versus Transactional Leadership

Transformational	Transactional
Empowers	Bargains
Inspires by Vision, Ideas	Is task - centered
Long - Term focus	Short/Medium Term Focus
Emotional, Turbulent	Comfortable, Orderly

Summary Points

- No single leader decision making authority style is correct all the time

- Managers / Leaders must adapt and change to fit to situation

Total Quality Management

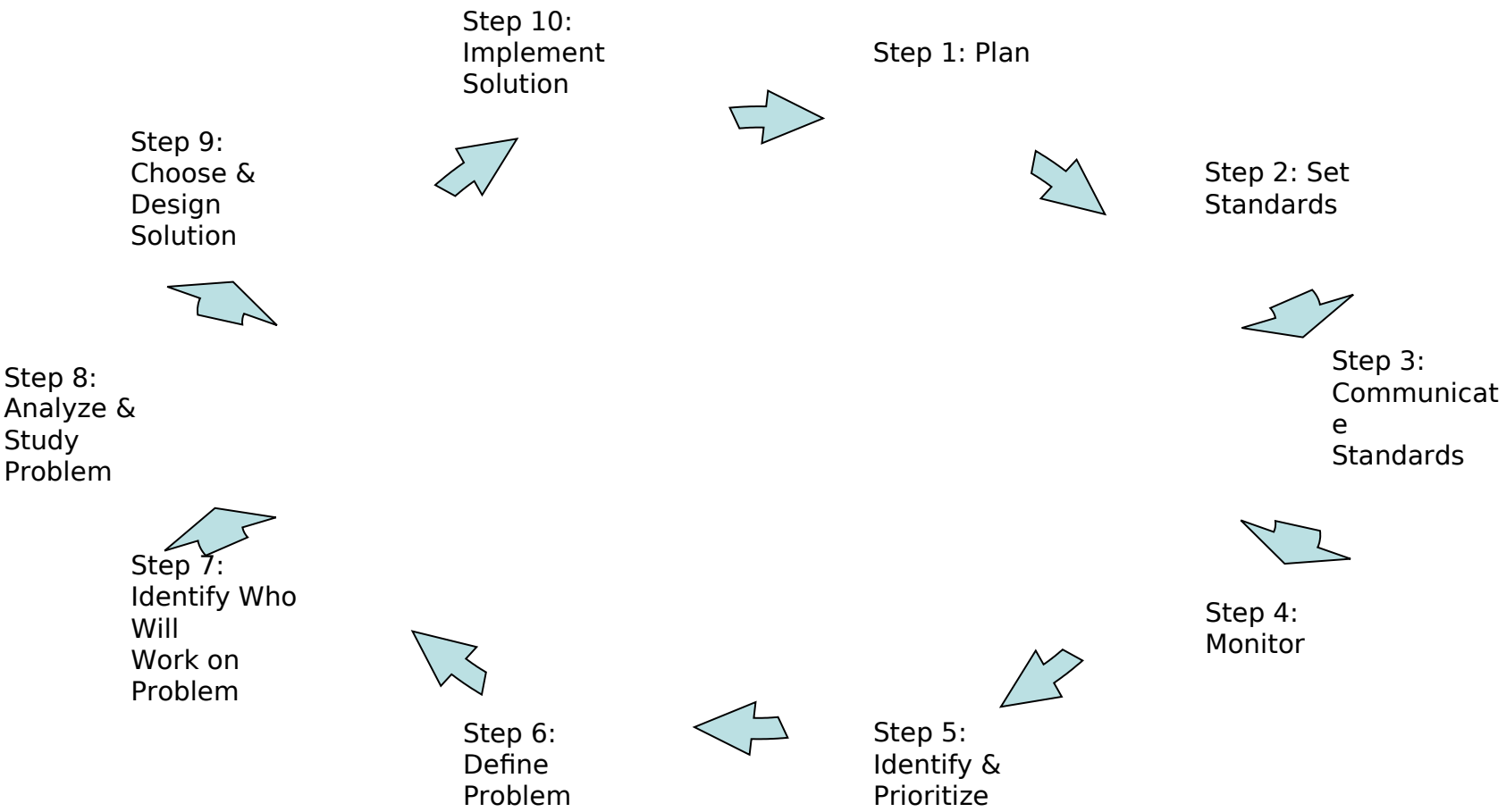
What is Quality?

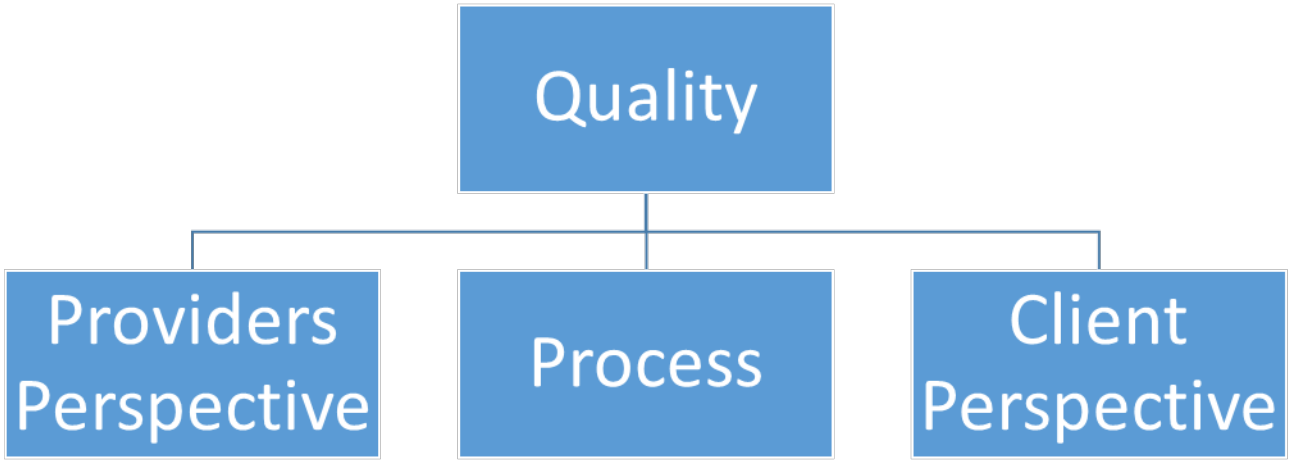
- **A degree or level of excellence.**
- **Various attributes**

ality is determined by what Customers w

& is willing to pay for.

Quality Assurance Circle




Quality
Providers Perspective
Process
Client Perspective

Client's Perspective: Service Quality

- Time and timeliness – Customer waiting time.
- Completeness – Is everything provided?
- Courtesy – How customers are treated?
- Consistency – Same level of service each time
- Accessibility and convenience – Easy to obtain Service.
- Accuracy – Is the service performed right ever

Quality Trilogy

1. **Quality planning**
   - Determine who the clients are
   - Determine the needs of clients
   - Plan for the service that respond to clients' needs
   - Develop the process that produce the service
   - Transfer the plan to operating forces
2. Quality Control
   - Evaluate actual quality performance
   - Compare actual performance to quality goals
   - Act on the difference

Quality Trilogy…

3. Quality Improvement

- Identify clients and their expectations and the output
- Describe the current process using flow charts
- Measure and analyze the discrepancy
- Focus on an improvement using decision matrix
- Identify root cause of inefficiency
- Generate and select solution
- Map out a trial run
- Evaluate the results
- Standardize
- Monitor the gains

TQM (Total Quality Management)

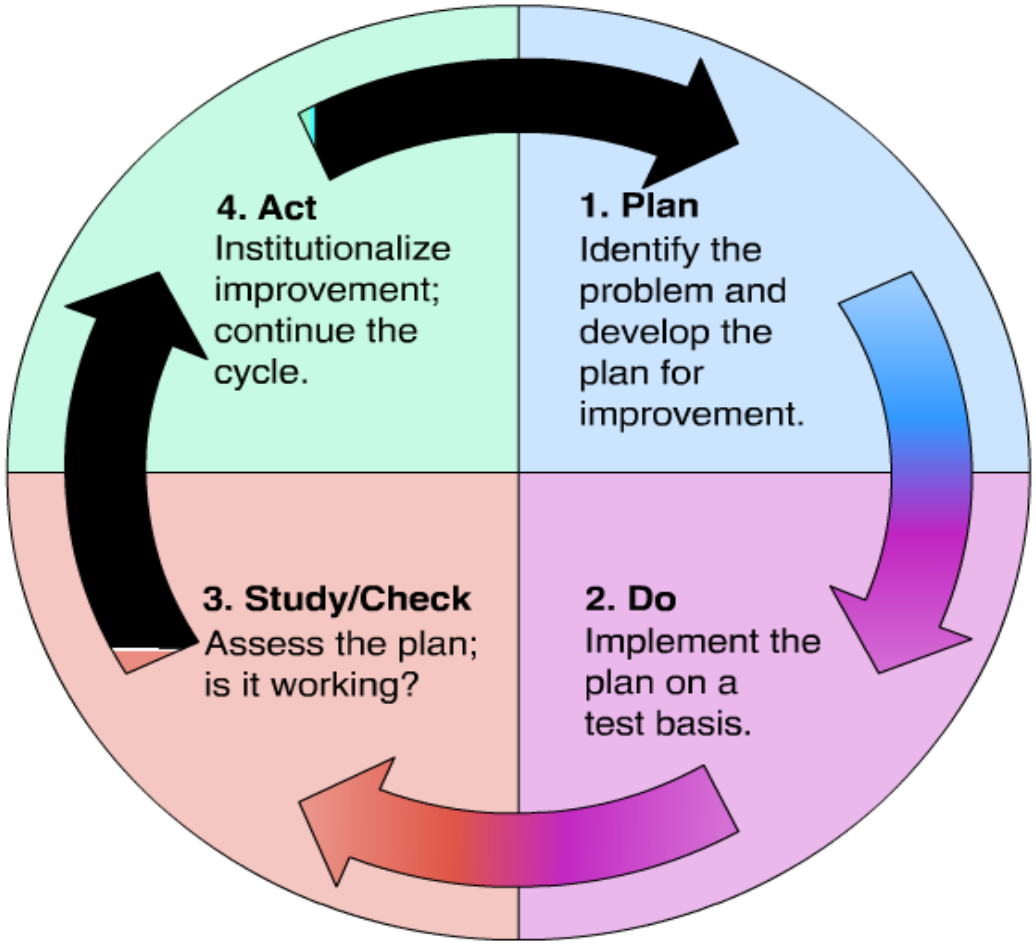
he management of quality throughout th

ganization at all levels and across all are

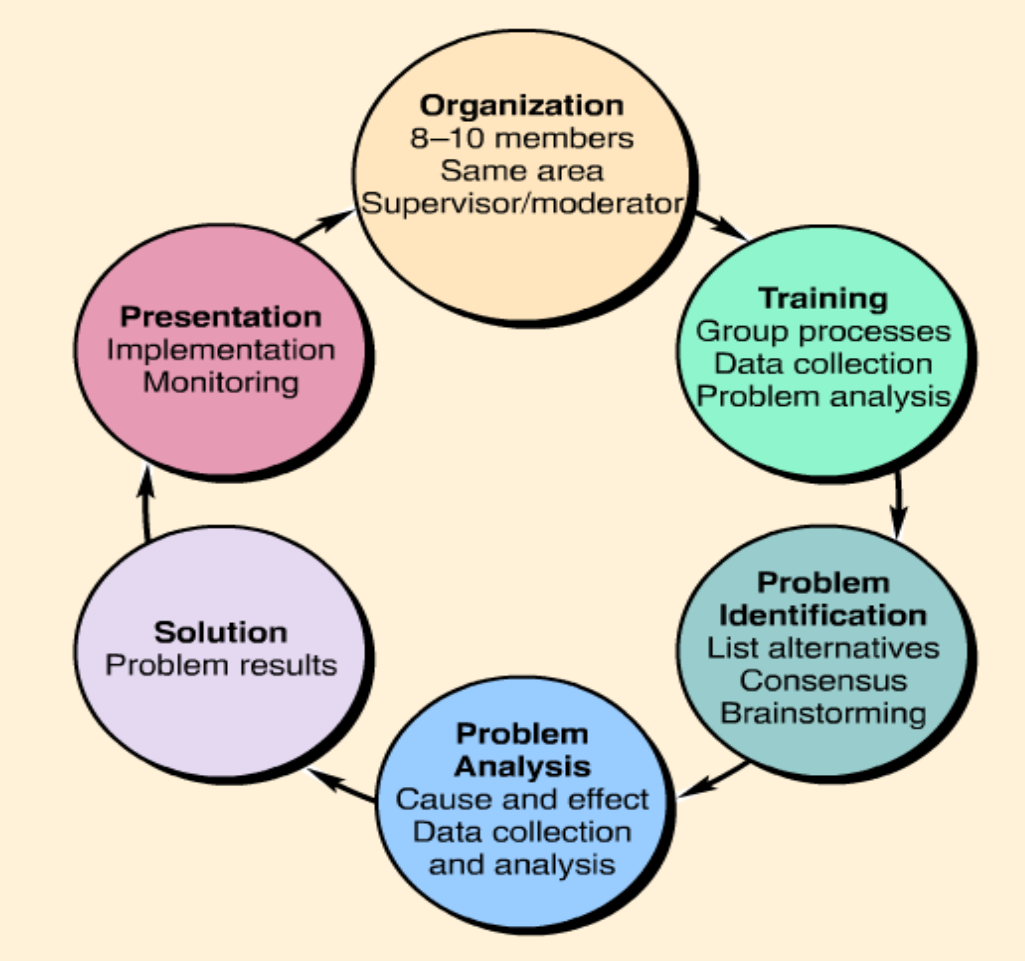
TQM Tools

1. The Plan- Do- Check- Act cycle
2. Quality Circles
3. Benchmarking
4. Statistical & quantitative tools

The PDCA Cycle



Quality Circles



Benchmarking

ntinuously evaluating the practices of best-in-
d adapting organization processes to incorpor
the best practices.

- **Benchmarking is the search for best practice**
that lead to superior performance

Benchmarking Advantages

- **Prevents "reinventing the wheel“.**
- **Leads to adaptation of best practice**
- **Results in a better understanding o**
  internal strengths and weaknesses
- **Make organizations more competiti**
- **Improves client satisfaction.**

Benchmarking Process

1. Select and prioritize benchmarking projects.

2. Organize benchmarking teams.

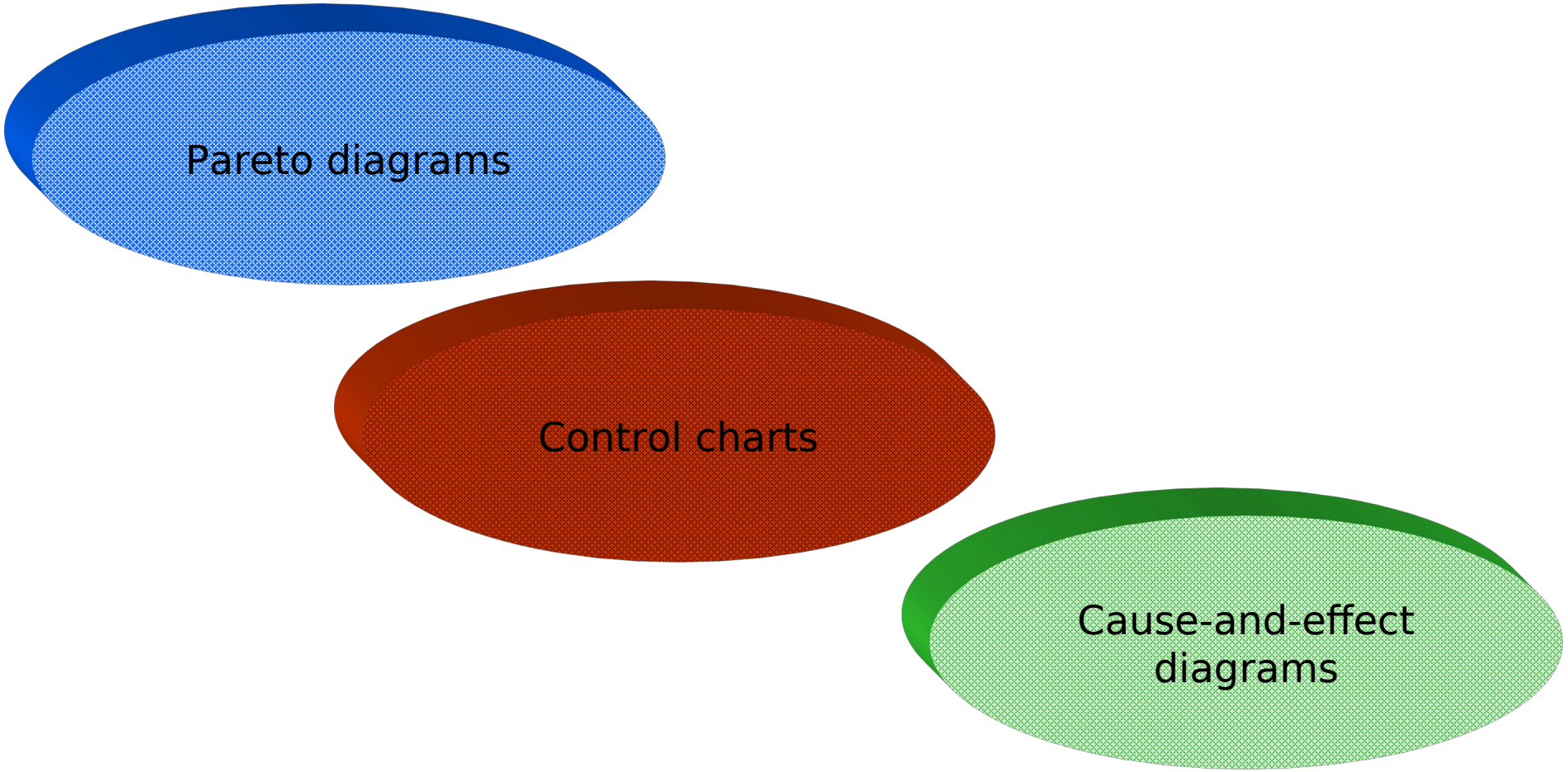
3. Through investigation and documentation of the organization’s internal processes and development of performance indicators.

4. Researching and identifying the best in class.

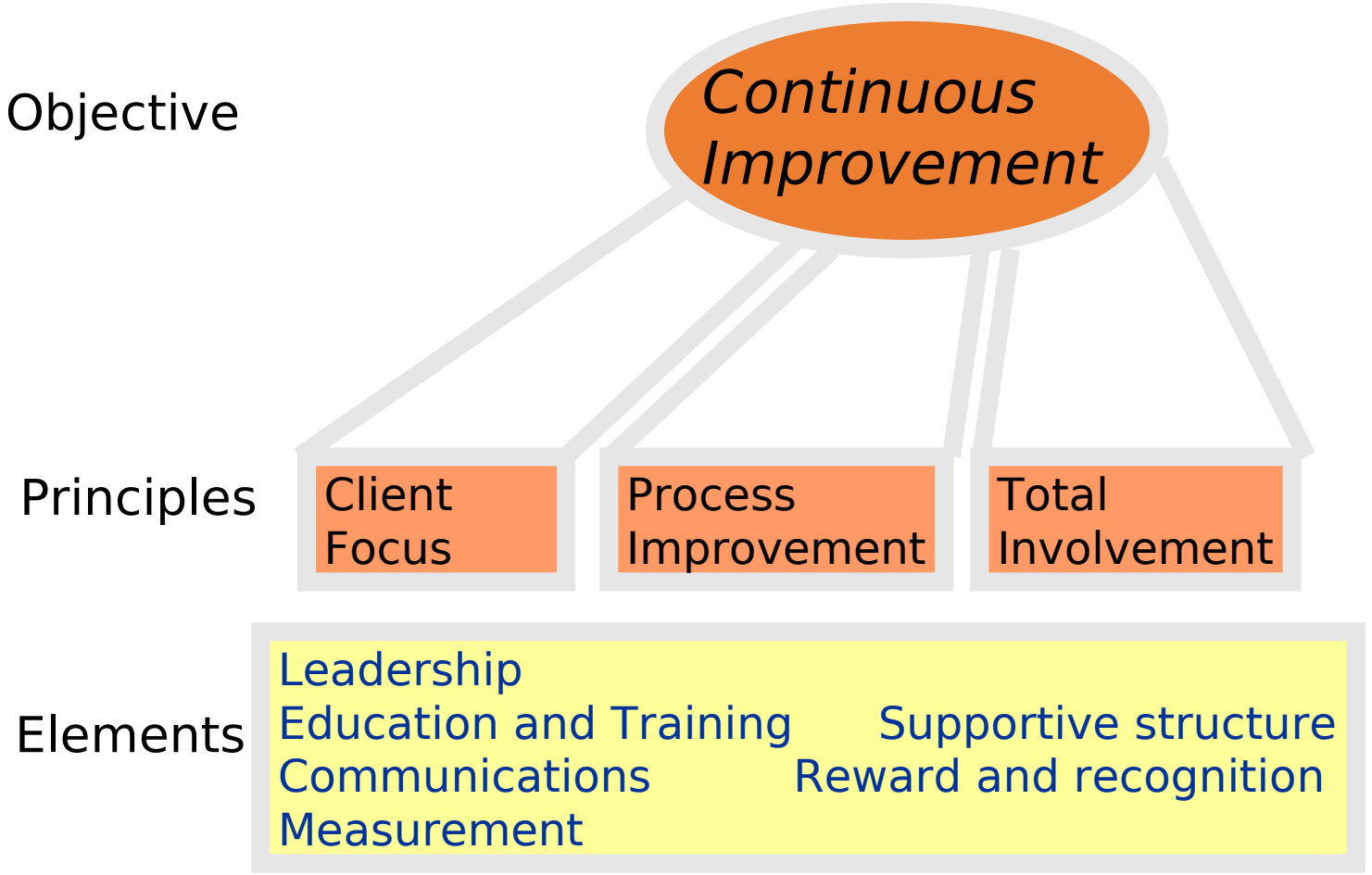
5. Identifying performance gaps and understanding the reasons they exist.

6. Implementing and managing the approved changes.

Statistical and Quantitative Techniques



The TQM System



Change Management

Management of change

Change is defined as "the process of alteration or transformation of individuals, groups, and organization undergo in response to internal factors."

Change mgt..

- Change management **proactively** plans for and addresses both the **organizational** and **people** side of change.
- **Integrated with project management**, change management recognizes the importance of individual and environmental factors in supporting necessary behavior changes.

...

- ***Projects that effectively execute change management help employees***
- **Understand Why to Change**
- **Know What to Change**
- **Have the Skills & Knowledge to Change**

Case for Change

- When you’re finished changing, you’re finished”

- Benjamin Franklin

Know your Stakeholders

People don't change behavior or positions based on what they know. They change based on what they feel.”

-Oprah Winfrey

Measuring the Value of the Change

“I can't change the direction of the wind, but I can adjust my sails to always reach my destination.“

- Jimmy Dean

Rate of Change

- ***"When the rate of change outside exceeds the rate of change inside, the end is in sight"***

  Jack Welch

Preparing yourself for change
Understanding changes underway and your role
Adapting to change that is happening to you
Developing competencies for managing change
Leading employees through change
Introducing change to your employees
Managing employees through the transition
Reinforce and celebrating successes
Sponsorship
Communications

...

- The Case for Change describes the value of a project and articulates the “why” for people
- Is predicated on people’s needs, strategic goals, and/or increasing value/reducing cost/optimizing resources.
- Requires a strong understanding of what is important to leadership, project sponsors and impacted stakeholders
- Is foundational to project communications and essential that leadership can articulate

....

- “Tell me and I forget, teach me and I may remember, involve me and I learn.” - Benjamin Franklin

Purpose of change

- To meet changing clients needs
- To meet changing market conditions
- To respond to internal pressures
- To take advantage of new opportunities
- To respond to competitive pressure

Factors that cause change

- Internal: new strategies, technologies, and employee attitudes and behavior.
- External: technological advances, economic, political, legal, social, and competitive environments.

Change can be:

- Planned: consciously designed preparation to reach a desired goal or organizational state.
- Unplanned: just happens in the natural course of events.

Tools or components of change management include:

- Change management process
- Readiness assessments
- Communication and communication planning
- Coaching and manager training for change management
- Training and employee training development
- Resistance management
- Data collection, feedback analysis and corrective action
- Celebrating and recognizing success
-

Change management process

Contain three phases:

- **Phase 1 - Preparing for change** (Preparation, assessment and strategy development)
- **Phase 2 - Managing change** (Detailed planning and change management implementation)
- **Phase 3 - Reinforcing change** (Data gathering, corrective action and recognition)

Lewin's 3 Step model of the change Management

- The model involves:
  - **Unfreezing:** Raised state of tensions, dissatisfaction with status quo; climate adapted to minimize resistance.
  - **Changing:** Changes advocated and implementation begins; changes tested/adapted for desired results
  - **Refreezing** : Behavior stabilized; desired attitudes and values internalized and reinforce

Making the change process Effective

- **Analyze the organization and its need for change**
- **Create a shared vision and common Direction**
- **Separate from the past**
- **Create a sense of urgency**
- **Support a strong leader (transformational leader)**
- **Line up political support**
- **Craft an implementation plan**
- **Developing enabling structures**
- **Communicate, involve people and be honest**
- **Reinforce and institutionalize the change**

Principles of Change

1. Change is a process that can be enabled, not

managed

2. The belief that you can change is the key to change

3. It is not the duration of the treatment that allows people to change but rather its ability to inspire continued efforts in that direction

4. Repeated efforts are critical to changing

Principles…

5. Resistance to change is predictable reaction to an emotional process and depends on a person's perception of a change situation

6. People do not usually succeed all at once. But they can show significant improvements; and all improvement should be accepted and rewarded

CHANGE FORCES

- **INTERNAL FORCES**
  - WORKFORCE
  - MANAGING PERSONEL
  - MANAGEMENT STRUCTURE
  - AVOID DEVELOPING INERTIA

EXTERNAL FORCES

- TECHNOLOGY
- MARKET CONDITIONS
- SOCIAL CHANGES
- POLITICAL FORCES

Reasons for resistance to change

- Fear of unknown
- Misunderstanding and lack of trust
- Contradictory Assessments
- Low tolerance of change

Managing resistances to change

- Education and communication
- Participation and Involvement
- Facilitation and support
- Negotiation and Agreement
- Manipulation and co-optation
- Explicit and Implicit coercion
-

Monitoring and Evaluation

Evaluations have three key functions

1: **Utilization. As an input to provide** decision-makers with knowledge and evidence about performance and good practices;

2:Accountability. To donors, funders, political authorities, stakeholders and the general public, and

3: **Contribution. To institutional policymaking,** development effectiveness and organizational effectiveness.

What is Program Monitoring, Evaluation?

Monitoring is the routine process of data collection and measurement of progress toward program objectives.

Evaluation is to systematically investigate an achievement of a *program's results*

Types of evaluation

Type	Purpose
Formative	Initial assessment of the target populations and contextual environment. Determines concept and design
Process	Seeks to identify the extent to which planned activities have been achieved and assesses the quality of the activities/services
Outcome	Examines specific program outcomes and accomplishments. What changes were observed, what does it mean, and if changes are a result of the interventions?

How to carry out M&E?

1. Program Framework: Analyze and systematically lay out program elements
2. Identify key elements to monitor and evaluate.
3. Determine and describe the measures to be used for monitoring and evaluation
4. Develop M&E Framework and action plans, including data collection and analysis, reporting and dissemination of findings.

What Is a Good Indicator?

- **Valid:** measures the effect it is supposed to measure
- **Reliable:** gives same result if measured in the same way
- **Precise:** Is operationally defined so people are clear about what they are measuring
- **Timely:** Can be measured at an interval that is appropriate to the level of change expected
- **Comparable:** Can be compared across different target groups or project approaches

Criteria for Indicator Selection

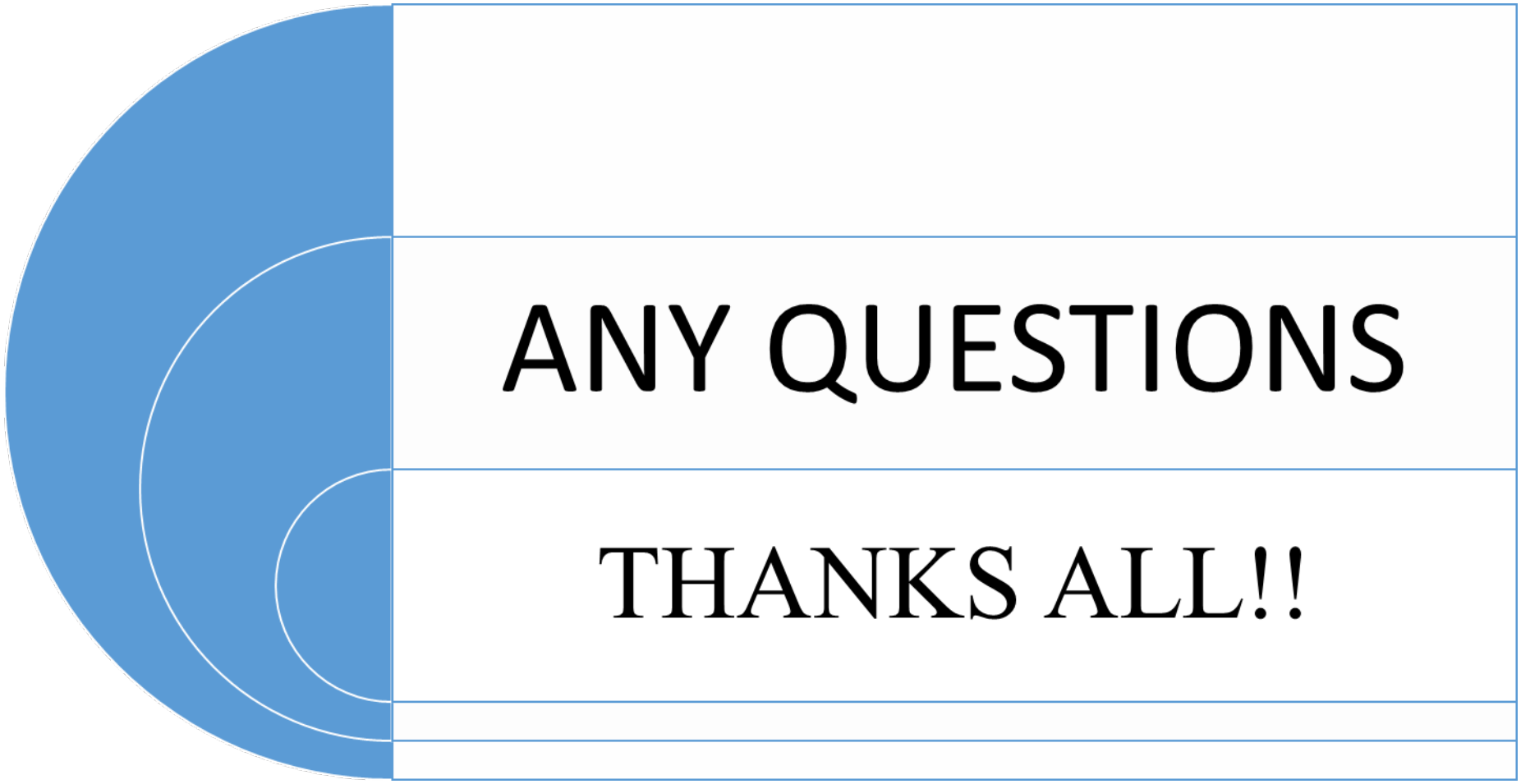
- Consistent with project design
- Useful
- Available
- Affordable

Final exam

- Organizing
- HRM
- Decision making
- Conflict….till summary
- Situational,transormation/transaction theory

Melkem Tinat

END of the class



Quiz 15%

1. List criteria for indicator selection
2. list types of evaluation
3. list **3 perspectives to assess quality service**
4. what are **Lewin's 3 Step model of the change Management**
5. **what are three phases of change management process**
6. List at 3 Criteria for good indicator?
7. list quality triology
8. list TQM tools