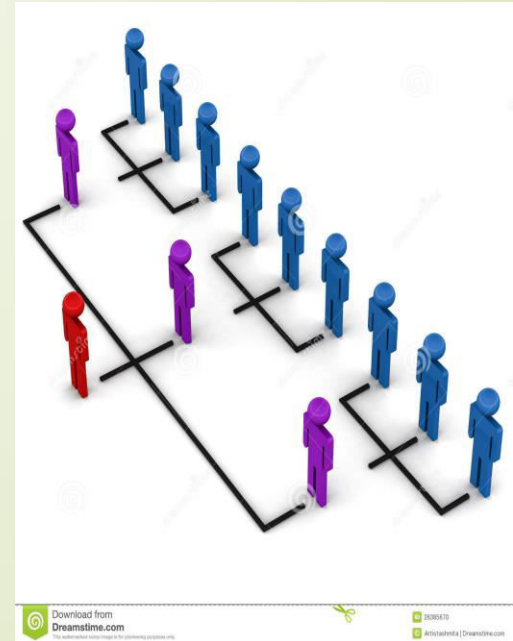


# Organizational structure

Fifth week

Prepared by Dr. Mohammad Barahemah





## Introduction:

- To understand how the organization in which you are employed is structured. You need to ask these questions:

To whom do I report?

To whom can I delegate?

To whom do I go with a problem or concern?

How do I report error?

Who will evaluate me ?

Am I responsible for evaluating someone else?

These and many other questions are answered by understanding the organization's structure and function



# Organization



- **Define** as a formally constituted group of people who have identified tasks and who work together to achieve a specific purpose defined by the organization.
- **Organizational structure** refers to the way in which a group of people is formed, its lines of communication and its means for channeling authority and making decisions.



# Formal and informal structure

- Formal: Through departmentalization and work division, provides a framework for defining managerial authority, responsibility, and work division.
- Informal structure: is generally social, with blurred or shifting lines of authority and accountability.



# Organizational Theory

- Max Weber 1920s (father of organizational theory).
- He place high value on *bureaucracy* (the *administration* of institutions through departments or subdivisions managed by sets of officials who followed an *inflexible routine*) and it's importance in the operation of an organization.



# Characteristics of Bureaucracies

- There must be a clear division of labor (work must be divided into units).
- A well-defined hierarchy of authority must exist.
- There must be impersonal rules and impersonality of interpersonal relationships.
- A system of procedures for dealing with the work situation.
- A system of rules covering the right of each position.
- Selection and promotion is based on technical competence.



# Modernized theorists

- Weber's work did not, consider the complexity of managing organization in the 21<sup>st</sup> century.
- Management theorists have learned much about human behavior, and most organizations have modified their structures and created alternative organizational designs that reduce the rigidity and impersonality.
- A recent studies found that a significant relationship between organizational structure and job satisfaction.

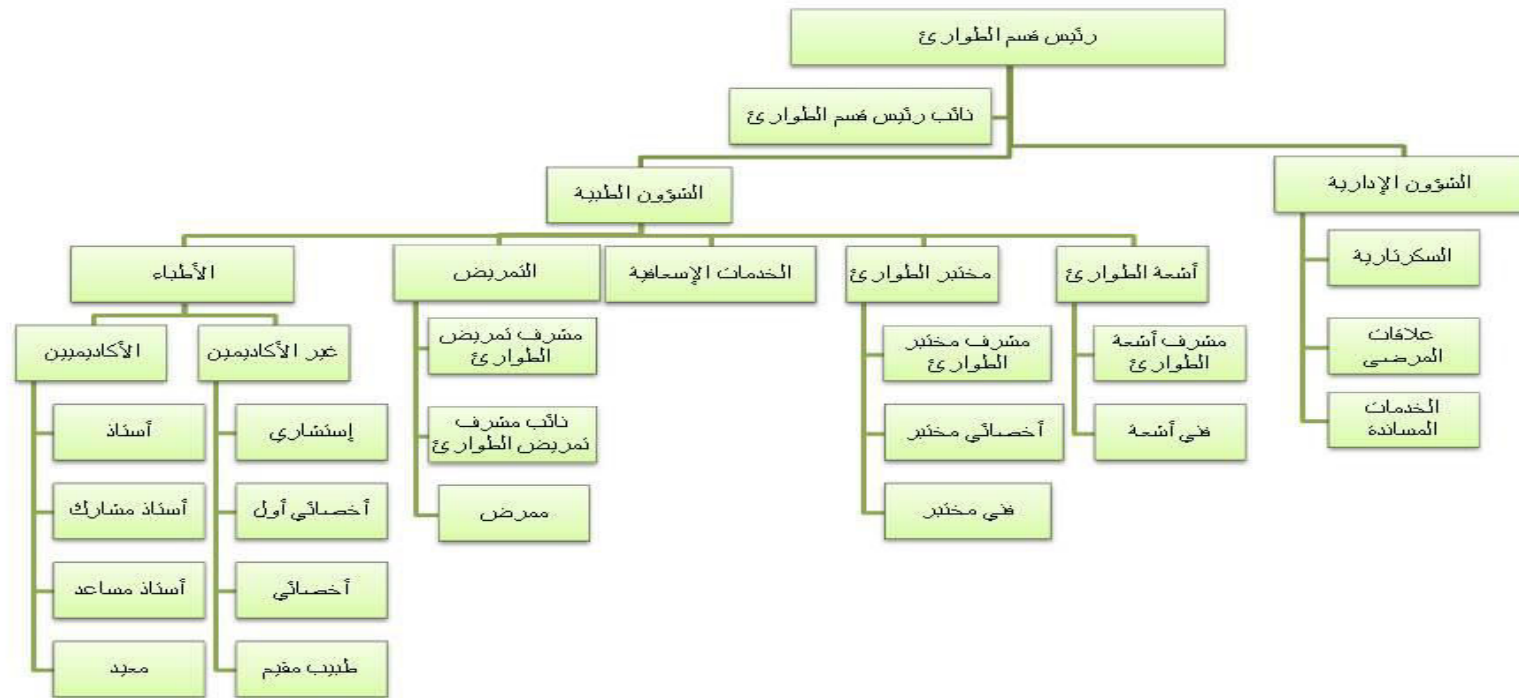


# Organizational structure

- **Organizational chart:** Is a picture of an organization to show the organizational structure.
- An organization chart can help in identify roles and expectations.
- Manager who understand an organization's structure and relationship will be able to expedite decision and have a greater understanding of the organizational environment.



# Sample:





# Relationships and chain of command

- **Solid horizontal lines:** represent communication between people with similar sphere of responsibility and power but different in function.
- **Solid vertical lines:** denote the official chain of command (unity of command). Best described by **boss**
- Those having the greatest decision making authority are located at the top; those with the least are at the bottom.




# Relationships and chain of command

- **Dotted line:** represent advisory position, staff member provide information and assistance to the manager but has no organizational authority.
- Nurses frequently feel as though they have many bosses because health care involve multidisciplinary approach.
- Weber indicates that a lack of unity of command results in some conflict and lost productivity.



# Advantage and disadvantages of chart

- Map lines of decision-making
- Help people understand assignments
- Reveals to managers how they fit in the organization.
- Contribute to sound organization structure
- Show formal line of communication
- Show only formal relationships.
- Does not degree of authority
- My show things as they suppose to be rather than as they are
- Possible exists of confusing authority with status.



# Span of control

- **Span of control:** means the number of individuals a person is responsible for managing
- **A narrow span of control:** the individual will be responsible for only a **few people** and perhaps **one or two** task areas  
this individual is likely to be an expert  
in the task area (**IV therapy**)

**Wide span of control:** if given responsibility for the IV team, the emergency dept., and the staffing office,----this person **could not** possibly be a **clinical expert** in every area and it is unlikely to be involved in providing direct care in those departments.



# Managerial Levels

- **Top-level:** CEO (Chief operating officer), chief nursing officer; determine the organization philosophy, setting policies, and creating goals and priorities.
- **Middle-level:** Supervisor, head nurse; integrate unit level day-to-day needs with organization needs.
- **First-level:** Charge nurse, team leader; focus primarily on day-to-day needs at unit level.



# Centrality

- Where a position falls on the organization chart, is determined by organizational distance.
- Employee with relatively small organizational distance can receive more information than those who are more peripherally located.
- This is why a middle manager has a large degree of centrality because this manager receives information upward, downward, and horizontally.

# Job descriptions

- It is a written statements, found in policy manuals that describe the duties and functions of the various jobs within the organization.
- They outline the scope of authority, responsibility, and accountability involved in each position.
- It should provide
  1. the broad general guidelines under which the individual will function
  2. the basis for performance evaluation of the person working in that role

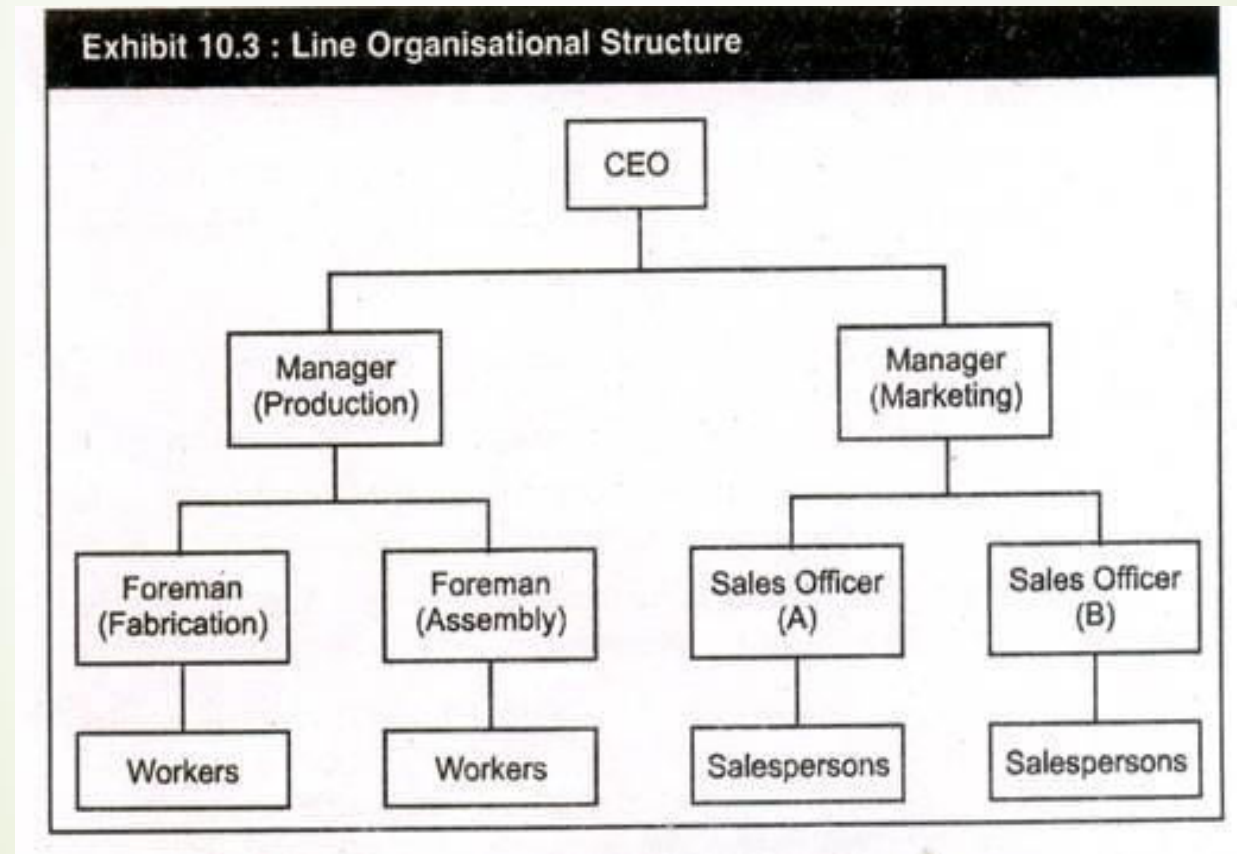




# Types of organizational structure

- **Line structures:** Bureaucratic organization in which authority and responsibilities are clearly defined, which leads to efficiency and simplicity of relationship.
- Advantage: Little stress with orienting people to these organization; authority and responsibilities are clearly defined.
- Disadvantage: difficult to adjust the change, restrict upward communication.

# example, line structure





# Ad Hoc design

- To overcome the inflexibility of the line structure organization.
- Is a modification of the bureaucratic structure and sometime its used in temporary basis to facilitate completion of a project within a formal line organization.
- Used to handle the increasingly large amount of available information.



# Ad Hoc design

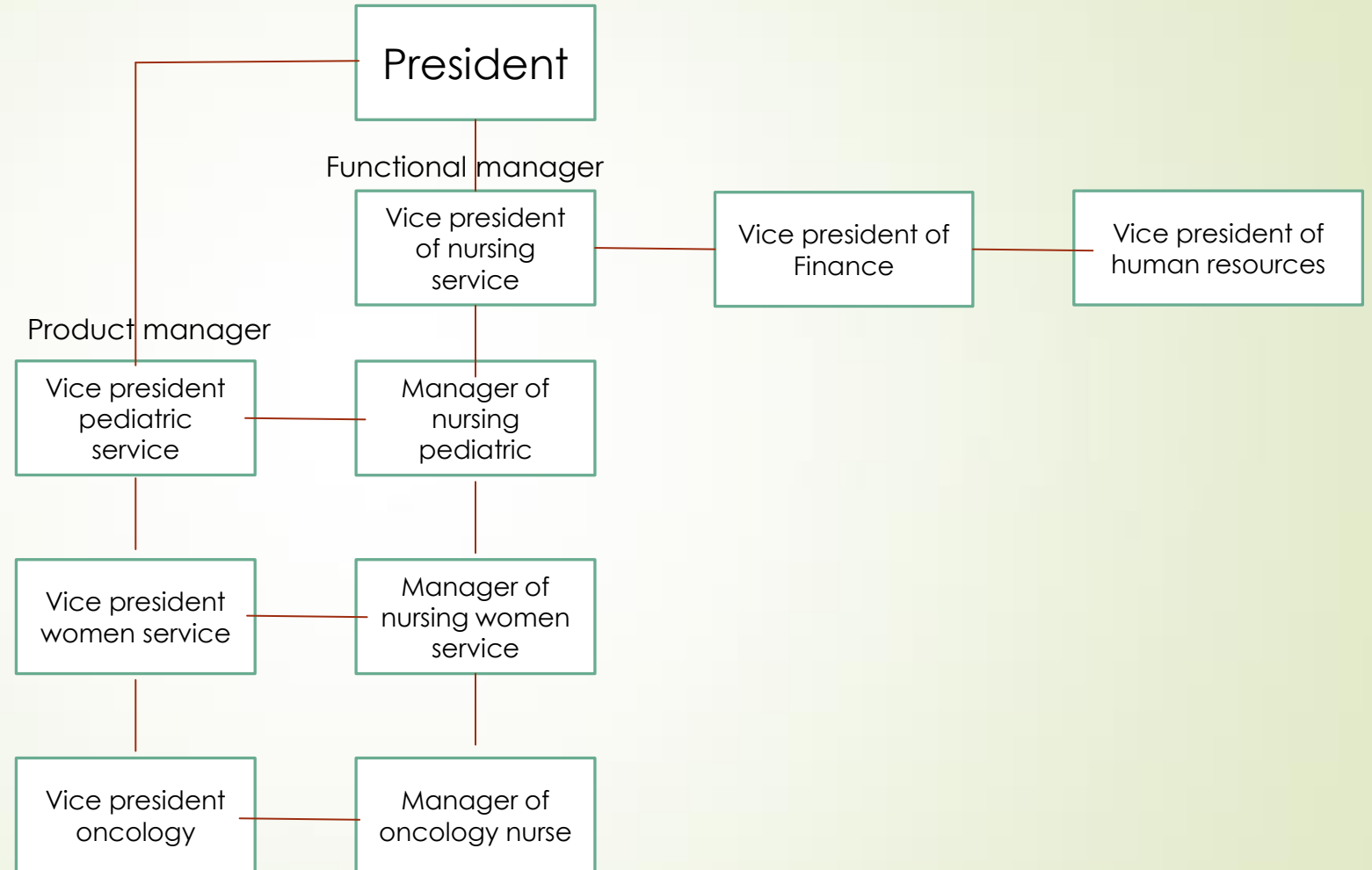
- Ad hoc structures use a project team or task approach and are usually disbanded after a project is completed.
- Disadvantage are decrease strength in the formal chain and decreased employee loyalty to the parent organization.



# Matrix Structure

- Has formal vertical and horizontal chain of command. Is designed to focus on both **Product and Function**.
- Function is describe all the tasks required to produce the product, and products is the end results of the function.
- Has less formal rules and fewer level of hierarchy, but decision making can be slow and could be source of confusion and frustration.

# Example: Matrix Structure

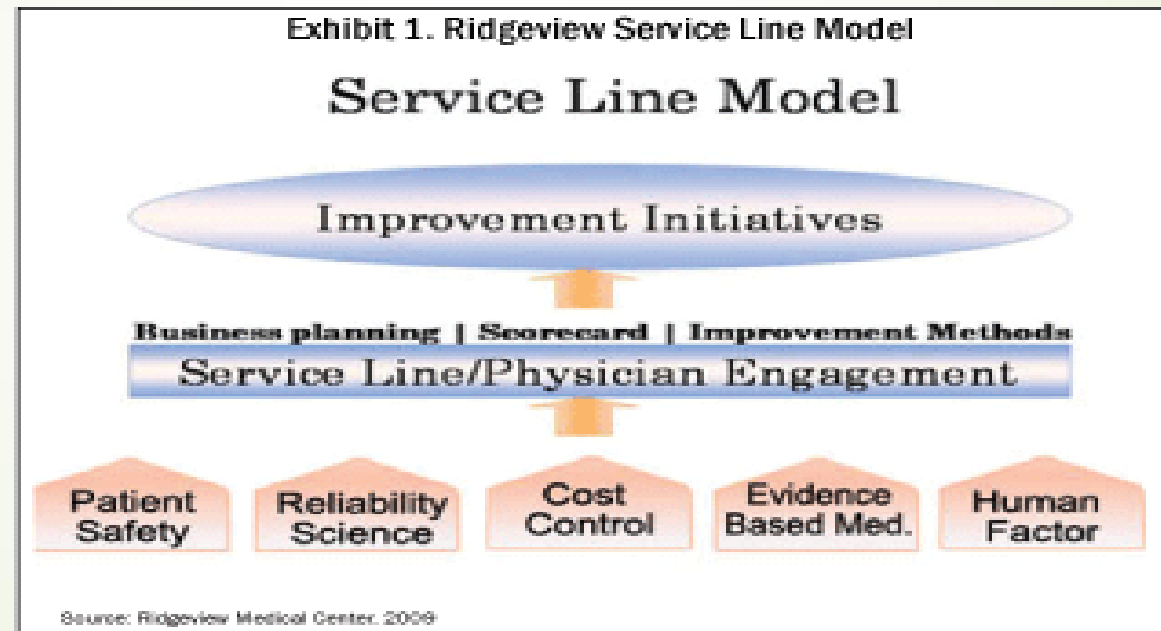




# Service Line organization

- *Care-centered organization* are smaller scale than large bureaucratic system.
- *Used in some large institution to address the shortcoming that are endemic to traditional large bureaucratic organization.*
- For example, in this organization design, the overall goals would be determined by the larger organization, but the service line would decide on the processes to be used to achieve the goals.

# Example: service line



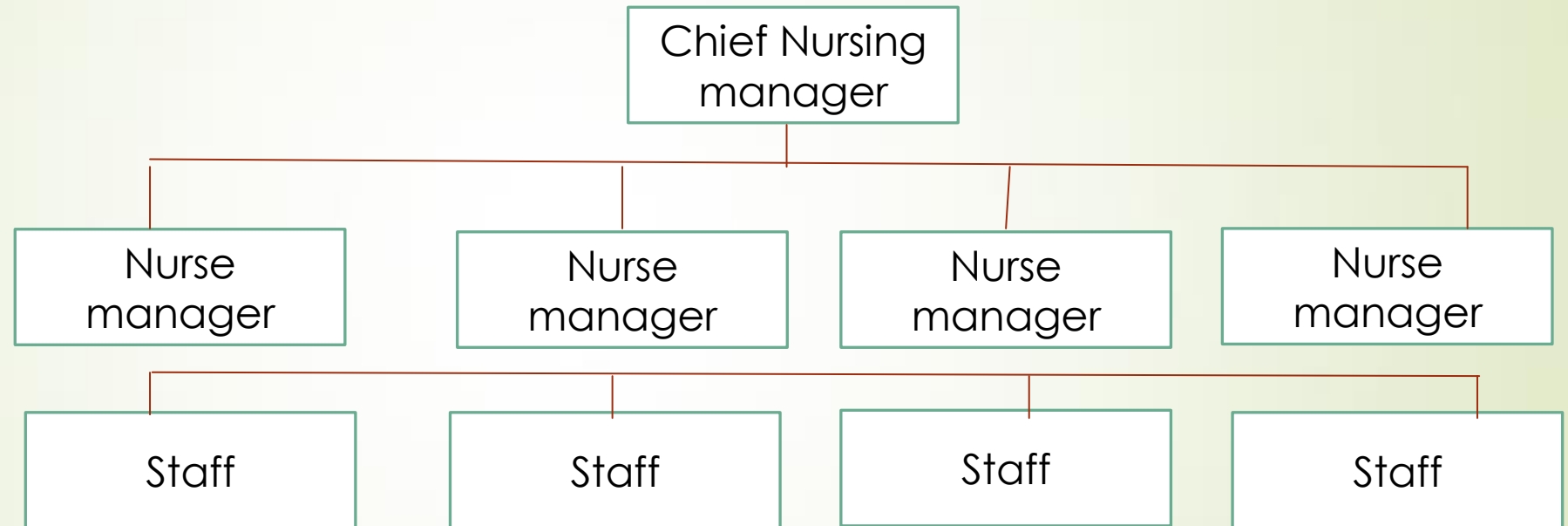




# Flat design

- Are an effort to remove the hierarchical layers by flattening the chain of command and decentralization the organization.
- In flatten organization, there continues to be line authority, but because the organizational structure are flattened, more authority and decision making can occur where the work is being carried out.


# example, Flat design





# Decision Making within the organization hierarchy

- **Scalar chain or decision making hierarchy** represent where decision are made within the management hierarchy.
- **Centralized decision making**- a few manager at the top level make the decision.
- **Decentralized decision making**- diffuse decision making throughout the organization.
- That allow the problem to be solved at the level which they occur.



# Decision Making within the organization hierarchy

- Decision making need to be decentralized in large organization because the complex questions that must be answered can be best addressed by people with distinct of experience.
- Leaving such decision in large organization to few managers burdens those managers and could results devastating delays in decision making.



# Organizational Culture

- Is the total of an organization values, language, traditions, and customs.
- Organizational culture vs organizational climate.
- Building a constructive culture requires the interpersonal and communication skills of a leader.
- Large organization has sub-cultures.



# Dimensions of organization culture

- Organizational physical environment (space, location, condenses)
- Organization social environment (friendship, respect)
- How supportive is the organization
- Organizational power structure (who hold power)
- Organization safety
- Communication environment



# Shared Governance:

- One of the most innovative and idealistic organization structure.
- In shared governance, the organization is shared among board members, nurses, physicians, and management.
- The decision making and communication channels are altered.
- Its increase nurses' authority and control over nursing practice.



# Organizational effectiveness

- There is no “best” way to structure an organization.
- Variables such as the size, the capability of its human resources, and the commitment levels of the workers should always be considered.
- Regardless of what type of organization structure is used, certain minimal requirements can be identified:
  1. The structure should be clearly defined
  2. The goal should be to build the fewest management level and have the shortest chain of command.





## Cont...

- 3. The unit staff need to be able to see where their tasks fit into common tasks of the organization.**
- 4. The organization structure should enhance, not impede communication.**
- 5. The organization structure should facilitate decision making that results in the greatest work performance.**
- 6. Staff should be organized in a manner that encourage informal group to develop a sense of community and belonging.**
- 7. Nurses services should be organized to facilitate the development of the future leaders.**



# THANK YOU

Prepared by Dr. Mohammad Barahemah