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Textbook of NURSING Management in Service & Education



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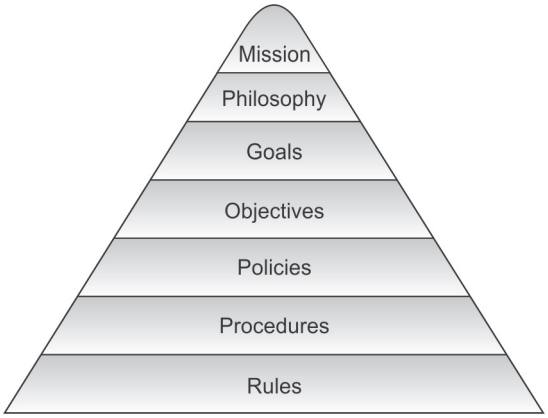
Management is getting works to be done for achieving an organizational goal. The processes which are performed by managers are called management processes. It is the process by which management creates, operates and directs purposive organization through systematic, coordinate and cooperated human efforts. Managers are commonly involved in planning, organizing, directing, motivating, controlling and decision-making. These processes are also termed as organizational processes because they go beyond an individual manager and affect the entire organization.

PLANNING

INTRODUCTION OF PLANNING

- Planning is very important in the human life. It is critically important and precedes all other management functions, without adequate planning, the management process will probably fail. It is basic to all other management activities.
- Planning may defined as, "continuously assessing, establishing goals, objectives, implementing and evaluating (or) controlling".
- Planning is the first phase of the management process. It requires both leadership and management skills.
- Planning is the process of determining, how the organization can get where it wants to go, and what it will do to accomplish its objectives.
- Planning is the systematic development of action programes aimed as reaching agreed business objectives by the process of analyzing, evaluating and selecting among the opportunities which are seen.
- There are many types of planning. These plans are organized as like hierarchy. This hierarchy as depicted in the pyramid.
- Planning has always been a pre-requisite to effective management. Planning has increased

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technology, tastes, fashions, government policies and competition.

MEANING OF PLANNING

- Planning is the primary function of management.
- Planning is a fundamental property of intelligent behavior. This throughout process is essential to the creation and refinement of a plan (or) integration of it with other plans.
- Planning in organization and public policy is both the organizational process of creating and maintaining a plan and the psychological process of thinking about the activities required to create a desired goal on some scale.
- Planning is needed for development of socio-economic status in government (or) private sector. For example, there is no agreement among economists with regard to the meaning of the term "economic planning".
- According to Prof L Robbins, It is collective control (or) suppression of private activities of production and exchange.
- According to "Hayek" planning means "The direction of productive activity by a central authority".
- According to "Dalton" Economic planning in the widest sense is the deliberate direction by persons incharge of large resources of economic activity towards chosen end.
- The Economic planning as understood by the majority of economists implies deliberate control and direction of the economy by a central authority of purpose, achieving targets and objectives within the specific period of time.
- Planning is deciding in advance what is to be done, when, where, whom, why, how is to be done. Planning is bridges the gap from where, we have to go, where we want to go.
- It includes the selection of objectives, policies, procedures and programs among alternatives.
- A plan is a predetermined course of action to achieve a specified goal. It is an intellectual process characterized by thinking before doing. It is an attempt on the part of manager to anticipate the future in order to achieve better performance.

DEFINITION OF PLANNING

Different authors have given different definitions of planning from time to time:

- Planning is the thinking process, the organized fore sight, the vision based on fact and experience that is required for intelligent action.

—Alford and Beatt

- Planning is deciding in advance what is to be done when manager plans, he projects a course of action for further attempting to achieve a consistent, coordinate structure of operations aimed at the desired results.

—Haimann

- Planning is fundamentally choosing and a planning problem arises when an alternative course of action is discovered.

—Billy E Goetz

- Planning is an intellectual process, conscious determination of course of action, the basis of decision on purpose facts and considered estimates.

—Koontz and O Donnell

- Planning is a trap laid down to capture the future.

—Allen

- Planning is a process of determining the objectives of administrative efforts.

—Millet

- Planning is a anticipatory decision making planning is done to decide what to do and how to do it prior to taking action.
- Planning is a process of setting formal guidelines and constraints for the behavior of the firm.

—Ass Off and Brundinharg

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CHARACTERISTICS OF GOOD PLANNING

Accountability

Responsibility is assigned for successful completion of initiatives.

Balance

The plans guide not only financial decision-making, but also issues of operational and human resources.

Flexibility

A mechanism for changing and updating the plan is built into the process.

Manageability

Measures are identified to ensure processes are working as intended, critical performance issues are addressed, resources required are projected and methods of status reporting are in place.

Prioritization

Priorities are established whenever there are multiple interdependent action plans.

Realism

The question of what the organization can do versus what it would like to do, is addressed rationally, though the tone is optimistic.

Specificity

It should be clearly defined as expected results and mile stones along with the specific action for implementation and the deliverables for each step.

Sustainability

A sufficient time period is covered to close performance gaps.

PHILOSOPHY OF PLANNING

- The philosophy to starts from the purpose (or) mission statement and delineates the set of values and beliefs that guide all actions of the organization.
- A statement of philosophy can found through policy manuals at the institution. It is the basic foundation which directs all further planning toward that mission.

For example

- The philosophy might be generated from hospital mission.
- The organization philosophy provides the basis for developing nursing philosophies at the unit level and for nursing service.
- The nursing philosophy in conjunction with the organizational philosophy, needs to examine fundamental believes and about nursing and nursing care and should draw up on the concepts of holistic care, education and research.
- This congruency in philosophy, goals and objectives between the organization, nursing service and unit.
- The unit level nursing managers have limited opportunity to formulate philosophy it will help to develop organizational philosophy.
- The nursing manager must understand about planning hierarchy, then he/she can able to articulate ideas in writing, visionary, innovative and creative in identifying unit purposes of goals (Flow chart 2.1).

Comprehensive Financial Planning

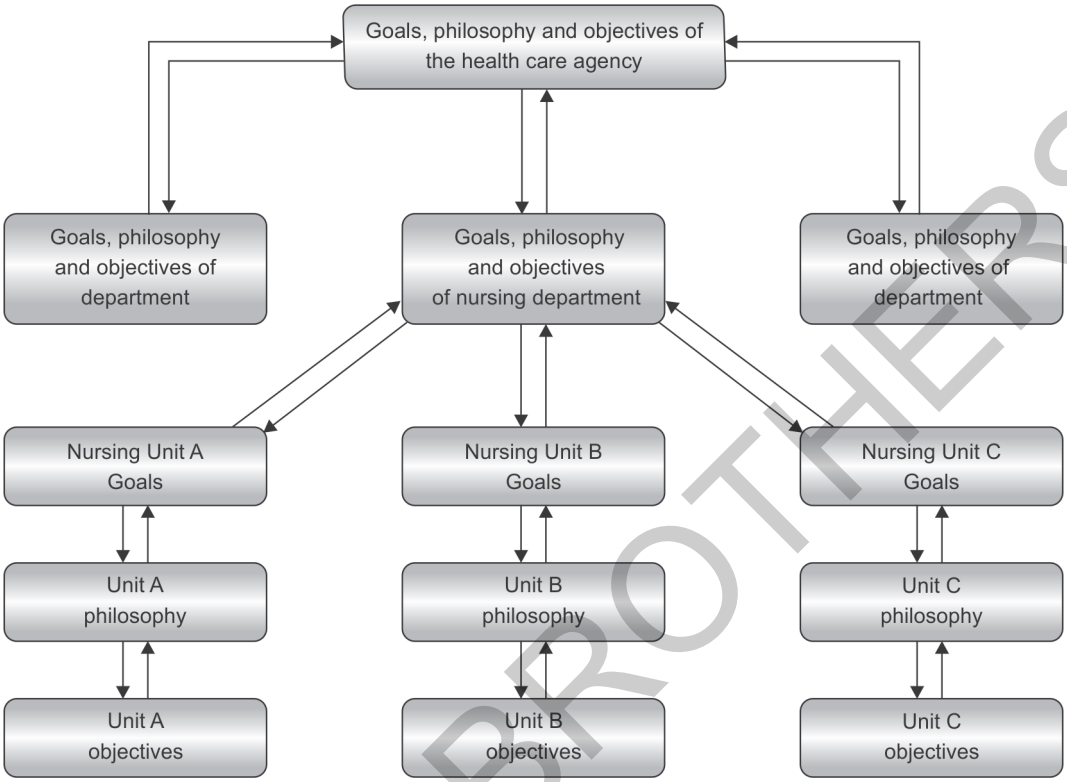
- The financial planner focuses solely on investment management and portfolio allocation. It is one of the parts of planning process.
- It is a marriage of goal setting, cash flow analysis, retirement planning, insurance/liability analysis, tax planning, investment management, state planning and education funding.
- So, each person has unique plan and ideas about money, and they should have a plan to their needs.

General Philosophy of Planning

1. Cost of supervises project is accounting for IT service only.
2. The cost of IT service is a component of the cost of services, a pan state unit delivers will continue together input and improve the process as we move forward.
3. This model is built to allow unit flexibility in cost collection while mapping those costs to a community based structure of IT service.
4. The initiative is strategic in focus and aid in decision-making.

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Flow chart 2.1: Planning hierarchy of philosophical congruence



NATURE OF PLANNING

1. Primacy of planning
2. Planning a process
3. Ubiquity/Pervasiveness of planning
4. Future orientation
5. Information base
6. Rationality
7. Formal and informal nature
8. Intellectual process
9. Pragmatic action-orientation
10. Decision making
11. Dynamism

Primacy of Planning

- Planning is the first and foremost activity of managerial function.
- Management will be starts with planning.
- Planning gives base for other functions like organizing, staffing, directing and controlling, etc.
- It is equally important like all other managerial functions.

Planning a Process

Planning is a process of management which starts with identification of mission (or) purpose and goals of the organization and ends with making arrangements for fulfilling the goal.

Ubiquity/Pervasiveness of Planning

- Planning is a function which exists all levels of managerial hierarchy.
- It is starting from CEO (Chief Executive Officer) to last line of workers but the content and quality of planning differ in different levels.
- Planning of top-level management executives considerably affect the function of organization.
- Middle and lower level managerial planning will not affect much function of the organization.

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Examples of Planning

a. Production planning
b. Material requirement planning
c. Financial planning
d. Project planning, etc.

Future Orientation

- Plannings are always future oriented.
- It is a process which look ahead or think ahead and making provision to tackle future events.
- While planning for the future, managers would consider the situations and events of present and past within and outside the organization.

Information Base

- Information is the basis of planning, without information planning is not possible.
- Information about present, future and past are needed for the good planning.
- It will help the managers to evaluate the present and future situations and plan accordingly for the future.

Rationality

- Planning is done based on reasons rather than emotions.
- Planning is why planning is said to be a purposeful and conscious managerial function and is backed by necessary information, understanding and knowledge.
- Planning decisions are made with the awareness of their consequences.
- Managers are unemotional in their approach to planning.

Formal and Informal Nature

- Normally planning is formal and informal nature.
- Formal planning is done through investigation and analysis of various factors.
- It will be a step by step process to achieve the goal.
- Various jobs are allocated and communicated to managers of different levels and are recorded for future reference/control and accountability.
- Informal planning is done by the managers and communicated them to others through the word of mouth which are flexible.
- Informal planning is considered as a trial and error process.

Intellectual Process

- Planning is a process which needs the ability to think in a logical way and understanding things.
- It needs the ability or skill to view the future opportunity and threats.
- The person who does the planning should have the ability to see the problems and analyze it and find an alternate way to solve these problems. Choosing the right course of action is the most important skill needed by the person who does the planning.

Pragmatic, Action Oriented

- It is an intellectual process; it needs practical, flexible and sensible way of action rather than a fixed ideas (or) theories.
- Think before acting, decide before doing are part of the culture of planning. Action should be practical and implementable.

Decision Making

- Planning involves decision making and problem solving.
- It also involves identification of the issues which needs to be addressed collection of relevant information/facts, finding out the most appropriate alternative course of action (or) choice.
- Decision is made based on organizational policies, programs strategies, objectives, other plans and procedures. It also involves allocation mobilization and commitment of resources.

Dynamism

- Planning is a dynamic process and it is based on the internal and external changes of environment.
- Delay in planning may cause huge losses.
- Market changes and current fashion trends changes are to be taken in to consideration while planning.
- The trend is changing every day. If the organization is not changing as per the current trend, the organization will fail to continue its existence. It is a continuous process of assessment and reassessment of goals, resources,

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directions, opportunities and problems of the organization.

PURPOSE (OR) MISSION OF PLANNING

1. The fundamental purpose of planning is to help the organization reach its objectives.
2. The affirmative purpose is to increase the degree of organizational success.
3. The purpose (or) mission is a brief statement identifying the reason that an organization exists as well as its future aim (or) function.
4. This statement identifies the organization's constituency and addresses its position regarding ethics, principles and standards of practice.
5. The protective purpose of planning is to minimize risk by reducing the uncertainties surrounding business conditions and clarifying the consequence of related management actions.
6. It is to give wrathful work and help to avoid a situational crisis.

For example:

Mission statement for hospital and teaching hospitals.

- The mission statement is highest priority in the planning hierarchy because the development of an organization's philosophy, goals, objectives, policies, procedures and rules.
- The managers employed by hospital would have to primary goal to guide their planning.
  - To provide high quality, holistic care
  - To provide learning opportunities for students in medicine, nursing and other allied health sciences.
- To meet these goals adequate finance and human resources would have to be allocated for preceptorships and clinical research.
- An employee's performance appraisal would examine the workers of organizational and unit goals.

IMPORTANCE OF PLANNING

1. **Planning increases the organization ability to adapt the future eventualities**:
   - The planning activity provides a systematic approach to the consideration of such future uncertainties and eventualities and the planning of activities in terms of what is likely to happen.
2. **Planning helps crystallize objectives:**
   - The first step in planning are to fix objectives which will give direction to the activities to be performed.
   - This step focuses attention on the results desired
   - A proper definition and integration of overall and departmental objectives would results in more coordinated inter-departmental activities and a greater chance of attaining the overall objectives.
3. **Planning ensures a relatedness among decisions:**
   - A crystallization of objectives as mentioned above would lead to a relatedness among the decisions which otherwise have been random.
   - Decision of the managers are related to each other and ultimately toward the goals (or) objectives of the enterprise.
   - Creativity and innovation of individuals is thus harnessed toward a more effective management of the company.
4. **Planning helps the company to remain more competitive in its industry:**
   - Planning may suggest the addition of a new line of products, changes in the methods of operation, a better identification of customer needs and segmentation and timely expansion of plant capacity all of which render the company better fitted to meet the inroads of competition.
5. **Adequate planning reduces unnecessary pressures of immediacy:**
   - If activities are not properly planned in anticipation what is likely to happen, pressures will be exerted to achieve certain results immediately or in a hurry. Thus adequate planning supplies orderliness and avoid unnecessary pressures.
6. **Planning reduces mistakes and oversights:**
   - Mistakes cannot be entirely obviated. They can certainly be reduced through proper planning.
7. **Planning ensure a more productive use of the organization's resources:**
   - By avoiding waste effort in terms of man, money and machinery.
   - Adequate planning results in greater productivity through a better utilization to the organization.

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8. **Planning makes control easier:**
   - The crystallization of objectives and goals simplify and highlight the controls required.
9. **Planning enables to the identification of future problems and makes it possible to provide for such contingencies**
10. **Planning can help the organization secure a better position (or) standing:**
    - Adequate planning would stimulate improvements in terms of the opportunities available.
11. **Planning enables the organization to progress in the manner considered most suitable by its management:**
    - The plan would ensure the action is taken to achieve such objectives.
12. **Planning increases the effectiveness of a manager:**
    - As his goals are made clearer, adequate planning would help the manager in deciding up on the most appropriate act.

STEPS IN PLANNING

- Planning is a process which embraces a number of steps to be taken.
- Planning is a intellectual exercise and a conscious determination of course of action. Therefore, it requires course of action.
- The planning process is valid for one organization and one plan may not be valid for other organizations (or) for all types of plans because various factors that go into planning process may differ from organization to organization (or) from plan to plan.

For example

Planning process for a large organization may not be the same for a small organization. However, the major steps involved in the planning process of a major organization (or) enterprise are as follows:

1. Establishing objectives
2. Establishment of planning premises
3. Determining alternative courses
4. Evaluation of alternatives
5. Selecting a course of action
6. Formulating derivative plans
7. Establishing sequence of activities
8. Feedback (or) follow-up action

Establishing Objectives

- The first and primary planning process is the establishment of planning objectives (or) goals.
- Definite objectives, in fact, speak categorically about, what is to be done, where to place the initial emphasis and the things to be accomplished by the network of policies, procedures, budgets and programs, the lack would invariably result in either faulty (or) ineffective planning.
- The objectives must be understandable and rational to make planning effective.

Establishment of Planning Process

- Planning premises are assumptions about the future understanding of the expected situations.
- These are the conditions under which planning activities are to be undertaken.
- This premises divided into two types: internal premises, external premises.
- Internal premises are internal variables that affect the planning. These include organizational policies, various resources and the ability of the organization to with stand the environmental pressure.
- External premises include all factors in task environment like political social technological, competitor's plans and actions, government policies, market conditions. Both internal factors should be considered in formulating plans.
- At top level mainly external premises are considered. As one moves downward internal premises gain importance.

Determining Alternative Courses

- The next logical step in planning is to determine and evaluate alternative course of action.
- It may be mentioned that there can hardly be any occasion when there are no alternatives.
- It is most likely that alternatives properly assessed may prove worthy and meaningful.
- It is imperative that alternative course of action must be developed before deciding up on the exact plan.

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Evaluation of Alternatives

- Having sought out the available alternatives along with their strong and weak points, planners are required to evaluate the alternatives giving due weightage to various factors involved, for one alternative may appear to be most profitable but involve last risk.
- Likewise another course of action may be found contributing significantly to the company's long range objectives although immediate expectations are likely to go unfulfilled.
- Evaluation of alternative is a must to arrive at a decision. Otherwise, it would be difficult to choose the best course of action in the perspective of company needs and recourse as well as objectives laid down.

Selecting a Course of Action

- The fifth step in planning is selecting a course of action among alternatives.
- It is the point of decision-making deciding up on the plan to be adopted for accomplishing the enterprise objectives.

Formulating Derivative Plans

- To make any planning process complete the final step to formulate derivative plans to give effect to and support the basic plan.
- Each manager and development of the organization to contribute the accomplishment of the master plan on the basis of the derivative plans.

Establishing Sequence of Activities

- Timing is an sequence of activities are determined after formulating basic and derivative plans, so that plans made out into action.
- Timing is an essential consideration in planning. It gives practical shape and concrete form to the programs.
- Starting and finishing times are fixed for each piece of work, so as to indicate when and within what time that work is to be commenced and completed.
- Bad timing of programs results in failure to maintain a symmetry of performance and a smooth flow of work. The sequence of operation shaped be arranged carefully by giving priorities to some work in preference to others.
- Under sequence it should be decided as to who will do what and at what time.

Feedback (or) Follow-up Action

- A regular follow-up is necessary and desirable from effective implementation and accomplishment of tasks assigned.
- The plan should be communicated to all persons concerned in the organization.
- Its objectives and course of action must be clearly defined leaving no ambiguity in the mind of those who are responsible for its execution.
- Planning is effective only when the person involved work in a team spirit and all are committed to the objectives, policies, programs, strategies envisaged in the plan.

Steps in Planning Process

1. State organizational objective
2. List alternative way of reaching objectives
3. Develop premises on which to base each alteration
4. Choose the best alternative for reaching objectives
5. Develop plans to choose the alternative
6. Put the plan into action.

Barriers of Effective Planning

Planning is a complex and conscious process. It can be impeded by a number of factors. Lyles and Joinex (1986) have identified several barriers to good planning.

- Lack of knowledge and skill to formulate plan.
- Consistent use of reactive rather than proactive planning.
- Lack of understanding about the external environment's impact on planning thus competitor, regulatory agencies and the general public are excluded.
- Inadequate intraorganizational support.
- In appropriate use of plans and overt resistance to change by individuals.
- Too much (or) not enough detail in planning activities.
- Plan is used to control rather than to inspire (or) lead.

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TYPES OF PLANNING

The management planning as classified into two broad categories.

1. Multi use plans (or) standing plans
2. Single use plans (or) ad hoc plans

Multi plans (or) standing plans:

- Objectives (or) Goals
- Strategies
- Policies
- Procedures
- Rules.

Single use plan:

- Programs
- Budgets
- Schedules
- Projects
- Methods.

Multi Plans (or) Standing Plans

- These plans are used repeatedly in situation.
- These serve as ready guides to action, help to give training of employees and in job rotation.
- These are unable to perform work by persons with less experience.
- These plans help to save time and effort of managers.
- These facilitate delegation of authority to lower levels
- These help to operationalize goals of an organization.
- These can be useful in ensure unity of effort and coordination.

a. Objectives (or) goals:

- Objectives are of each organization exist to achievement of activities and purposes
- It formulates the aims (or) purposes of organization and to operated
- It indicates the destination of an organization
- Organizational objectives are the goals (or) ends toward which the activities of organization are directed and the standards against which the performance is evaluated.

b. Strategies:

- Strategies are the complex plan for bringing the organization from a given posture to a desired position in a future period of time
- It is essential response to external environment forces
- It is used in business with increase in competition and complexity of operations.
- It is a broad plan of action for the development of resources and interpretative plan formation by top level management
- It lays down the long-term direction for enterprise and links the resource of the organization
- It is different from tactics of specific way of executing.

c. Policies:

- Policies are formulated and maintained guidance in decision making at lower level of management
- Decisions can be made within the limits of areas. But it is not give detailed answer to particular problems
- Policies provide freedom for judgment
- Policies are a general statement of understanding, guide (or) channel thinking in decision making of subordinates
- Policies are both restrictive and permissive and routes to the realization of objectives
- It guides the people for a long period and it may be a written, verbal (or) implied statement
- Policies provide meaning and content to objectives and reflect the intentions of management.

d. Procedures:

- Procedures are derived from policies, used in all functional areas of business, it exists throughout an organization
- It is a planned sequence of steps for performing repetitive activities in a uniform manner
- It is a series of related task that make up the chronological sequence and the established way of performing the work to be accomplished
- Procedures are laid down for purchase of raw materials, processing of orders, selection of employees, redresses of grievances
- It exists at all levels but lower level procedures are more exacting and numerous because routine jobs are performed at lower levels

e. Rules (or) Regulations:

- Rules (or) regulations are plans that define specific action (or) non action

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- It included as part of policy and procedure statement, rules describe situations which allow only one choice of action
- Rules are the least flexible type of planning in the planning hierarchy. Few rules are possible in the organization
- Rules are prescribed guides for conduct (or) action
- Rules also perform the function of communicating the obligations of employees. They facilitate discipline and uniformity of action in the organization
- A rule is related to a procedure in that it guides action but specifies no time sequence. But rules should not be allowed to degenerate in hamstrings.

Single Use Plans (or) Ad Hoc Plans

- It is formulated to meet novel, unique and non-repetitive situations.
- It is used up once the objectives are achieved.
- It is a short duration and non-recurring in nature.

a. Programs:

- It is a combination of goals, policies, task assignments, resource flows
- It is a comprehensive plan designed to implement the policies and objectives
- The programs are used in various areas, e.g. training program developing a new product, advertising program, expansion program
- Programs will be divided into two types
  1. Major program
  2. Minor program.

b. Budgets:

- Budget is a statement of expected results and resources to be used
- It is a plan of action to achieve a specific objective, and may expressed in time, money (or) other units
- It may reflect capital outlay cash flows, production and sales targets
- Budgets may be prepared for production, sales, materials, cash, capital expenditure
- It is an instrument of both planning and control. It is generally prepared for one year and gives as standards of performance.

c. Projects:

- It is a state of complex situation for the investment of resources, evaluate and analysis the outcome of the unit.

d. Schedules:

- It is specific time table for workers in the organization
- Each program will be based on time schedules
- The time schedules are realistic and flexible manner.

e. Methods:

- It is a standard way of doing things
- Seek to increase the efficiency of operation
- Standardization is essential
- It is formulated based on research and analysis
- It is regarded as rationale (or) logical
- It is not associated directly with control
- No penalty for violation.

PRINCIPLES OF PLANNING

- Hospital planning focus on purposes and based on clearly defined objectives in the organization. It leads to production of the patient from illness and provides a quality care for the patient.
- Planning is a continuous process it has flexibility in a planning cycle.
- Planning should make to use of available resources with organization.
- Planning is a simple and fundamental purpose and should be there in good analysis and classification of the organizational activities.
- It should be a good hormony with organization and environment.
- Planning should have hierarchical in nature it have an organizational identification.
- Planning allows to be flexible without losing flesh.
- Planning to be creative without losing concentration.
- Planning is the structure and power.
- Planning is the flesh and movement.
- Planning is the ideas and action road map.

Seven Principles of Planning Process

1. The principles of passion
2. The principles of creativity

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3. The principles of influence
4. The principles of priorities
5. The principles of flexibility
6. The principles of timing
7. The principles of teamwork

Advantages of Planning

- It helps managers to be future oriented. They are forced to look beyond their everyday problems to project what situation may comfort them in the future.
- Planning is very effective and achievements of organizational objectives.
- Planning should avoid crisis, and helps to running smooth administration, and give as good performance.
- Planning function pushes managers to coordinate their decisions.
- Planning is a unique action. It is improved efficiency of managerial functions.
- Sound planning program enhances decision coordination. No decision should be made today without some ideas of how it will affect a decision that might have to be made tomorrow.
- Planning is controlled in an organization and it followed objective, target, timing, standard work program, budget, rule, etc.
- Planning emphasizes organizational objectives. Because organizational objectives are the starting points for planning, managers are continually remind of exactly what their organization is trying to accomplish.

Disadvantages of Planning

- It is not able to give exact information, it can give related facts and information about organization.
- It may leads to rigidities of the procedure and to be an internal flexibility of the organization.
- It is a much more expansive process and to be a more time consuming.
- Planning process may stop in emergency situation.
- Planning are formulated without proper assessment of the external environment.
- Planning is not balanced, not well coordinated.
- Planning is not integrated into the total management system
- Planning standards are too easy (or) too difficult to achieve.
- Planning is not able to involve in all levels of management.

OPERATIONAL PLAN

- Operational plan is related to government department, it is formulated a shape of the policies, rules and regulation in socioeconomic department.
- Through this plan to formulate the statement of the mission (or) purpose, philosophy, goals (or) objective of the health services.
- It helps to running the smooth operation and initiate to daily activities.
- Operational plan is the third part of strategic plan. It defines how will operate practically to implement action and monitoring plans. What capacity are needs, how will engage resources, how will deal with risks, how will ensure sustainability of the project's achievements.
- It does not normally exist as one single stand alone plan, rather than the key components are integrated with the other part of the overall strategic plan.

Operation Plan Include Analysis and Discussions of

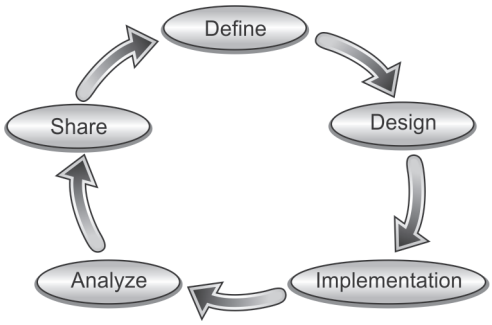
- Human and other capacity requirements
- Financial requirements
- Risk assessment and mitigation strategy
- Estimation of project lifespan, sustainability and strategy.

Operation Plan should Contain

- Clear objectives
- To delivered activities
- To maintain standards of qualities
- Desired outcomes of benefits
- Requirements of staffing and resource
- Time tables should be implement in the organization
- A process should be monitoring the progress.

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Flow chart 2.2: Importance of operational plan



Importance of Operational Plan (Flow Chart 2.2)

- Operational plan ensures successful implementation and monitoring plans by getting team
- To clear about how will get the resources and arming with a convincing plan to review existing potential donors and to raise funds in the projects
- To use resources efficiently to help allocate scarce resources to the most critical gaps and needs
- Clearly define most critical resources.

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