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# UNIT 1 CONCEPTS OF MANAGEMENT

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## 1.0 OBJECTIVES

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After completing this unit, you will be able to:

- explain the meaning and importance of management;
- enumerate the levels of management;
- explain the principles of management;
- discuss the functions of management; and
- identify the factors contributing to effective management.

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## 1.1 INTRODUCTION

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While working in the health centre or in the hospital you must have observed different management pattern, which may have been efficient with good working conditions, tension free environment and satisfaction or many a times inefficient with minimum working conditions, stressful atmosphere and dissatisfaction. Have you ever thought about it, why is it like this? Let us try to understand it, by learning about management that will help you to be an efficient worker.

Have you ever thought that you are also the managers at your work place? This is true because you are the first and foremost responsible person for health care of a community in a defined area. To achieve your organization's objectives you plan, organize and provide health care services to people; supervise and give training to *dais* and voluntary health workers.

In this way you as the manager get the work done by co-workers and manage the resources at subcentre. It is essential to understand the basic concepts of management for efficient working atmosphere and to achieve set objectives within limited resources available.

Management is a function of all those working at top to lower level and principles of management can be applied at all levels from Ministry of Health (at the top level) to health workers (at village level). The basic characteristics of management activities are same in all organizations. In this unit you will learn the meaning and importance of management, the levels of management and required skills. We shall also discuss the principles and functions of management. In the last section you will learn about factors contributing to effective management.

## 1.2 MANAGEMENT

Management is the process of putting policies, plans and procedures into action to achieve the goals of health and family welfare programmes. As a health worker your goal is related implementation of health and family welfare programmes.

### 1.2.1 Meaning and Definition

- Management has been defined as the purposeful and effective use of resources—manpower, money and material for fulfilling and achieving the objective.
- Management enables efficient use of limited resources, avoids wastage and brings about discipline. In health care organizations knowledge of management is important to provide quality care and achieving objectives through co-ordination of human and physical resources.

In simple words management is defined as **an art of getting things done by others**.

The following figure (Fig. 1.1) depicts the coordination between health worker, material, money and time at all levels in health centre system.

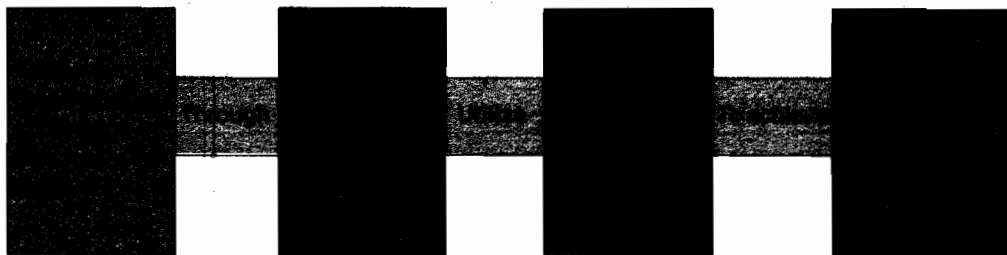


Fig. 1.1 : Coordination between health worker, material, money and time in health centre system

### 1.2.2 Characteristics of Management

Let us discuss the characteristics of management.

**Process of getting things done by others:** For example, female health worker mobilizes trained *dais* to register antenatal mothers and provide follow up care in the village.

**System of authority:** Managers at all levels need authority to carry out their responsibility. For example, the female health worker has the authority to treat minor ailments at the subcentre.

**Dynamic process:** It is a changing process with changing environment. New plans, policies and programmes are to be worked out, as needed according to the situation. For example, health needs of the community are always changing. Old health problems are brought under control and new ones start appearing. Managing these problems in a health centre requires the health workers to make new plans to solve these problems.

**Utilization of resources:** Use of limited resources like man, money, and material and time to achieve objectives. For example, health worker (female) has to provide maternal health services with the supplies provided to her at the subcentre.

**Universal phenomenon:** This means it is applicable in all aspects of life, in every organization at all levels.

**Goal oriented:** Basic aim of management is to achieve goals/objectives. No objectives means no management. Objectives should be measurable, observable and feasible. The

objective stated below in relation to provision of maternal care by health workers (female) illustrates the above characteristics of the objectives.

**"The health worker female will give immunization to 100% of pregnant mothers in her assigned area of population." We can observe her while giving immunization and measure in terms of percentage covered.**

**Social Process:** It involves establishment of interpersonal relationship with all the workers, superiors and subordinates to get the work done. For example health worker (female) has to have good relations with health assistant, trained *dai*, members of the *mahila mandal* and local leaders.

**Exercise influence:** Manager influences the behaviour of workers and uses power, position, competence and resources to plan, supervise, support, guide and give rewards and punishment. For example, health worker (female) teaches the *dais* to improve their performance.

*To summarize we can say that Management is a wheel to move the organization and is needed for survival and growth of an organization.*

*It helps in effective utilization of resources (Man, Money, Material and Time, which will be discussed in detail in Unit 2) to achieve the objectives of organization.*

*It helps in assessing the needs and solving problems of the community.*

*It also directs the human resources, which is important and crucial resource of any organization. Only human resource can utilize money, material and time to achieve objectives.*

It has to be handled with care as workers have their own needs to be fulfilled; if workers needs are fulfilled they will work with their full capacity, willingly and will give better performance.

**Check Your Progress 1**

- i) Fill in the blanks:
  - a) Management is a function of those working at ..... to ..... levels.
  - b) For achieving objective of the organization ..... and ..... resources is important.
  - c) Responsibility cannot be undertaken without .....
  - d) Establish ..... by all level of managers with workers to get the work done.
  - e) Objectives should be ..... and .....
- ii) List down six characteristics of Management.
  - a) .....
  - b) .....
  - c) .....
  - d) .....
  - e) .....
  - f) .....

**1.2.3 Levels of Management**

Every organization has many positions in its structure from top to lower levels. Each position has authority, responsibility and roles to play. These positions are classified into levels of management. Broadly, an organization has three levels of management e.g., top level, middle level and the lower level.

An example of District health organization will help you to understand levels of management and functions at different levels.

Level	Post	Functions
TOP	* Chief Medical Officer (CMO)	* To make over all plans; policies and set objectives.
	* Deputy CMO	* To make decisions on vital issues.
	* District Programme Officers	* Providing direction, leadership to the organization.
MIDDLE	* District Public Health Nurse (DPHN)	* Evaluate and monitor the activities.
	* Medical Officer In charge of Community Health Centre and Primary Health Centre	* Prepare departmental plans, set objectives, make decisions to implement programmes.
	* Specialist	* Perform managerial functions to carry out activities.
	* Health Assistant Male and Female	* To communicate policies, issue orders and instructions to lower level managers.
LOWER	* Health worker Male and Female	* Coordinate activities of various work units at lower level.
		* Evaluate the activities.
		* Supervise and motivate the worker.
		* Prepare schedule for activities to be carried out at subcentre.
		* Utilize the resources, complete work in time.
		* Record and report.

Management is a result oriented process. To get results, application of management knowledge and certain abilities are required at each level. These abilities are known as managerial skills. There are three types of skills:

- i) **Conceptual skills** — decision making, thinking, intelligence.
- ii) **Human/Interpersonal Relationship skills** — maintaining interpersonal relationship, communication, understanding, building team spirit, motivation, improving capabilities.
- iii) **Technical skills** — practical skill, management of resources, training of workers.

#### Check Your Progress 2

- i) Fill in the blanks:
  - a) The levels of management are ..... and .....
  - b) Abilities required at each level are known as .....
- ii) Place a tick mark (✓) against the appropriate answer:
  - a) The District Public Health Nurse will be considered at:
    - 1) Lower level
    - 2) Top Level
    - 3) Middle Level
  - b) The Health Assistant in a Primary Health Centre belongs to:
    - 1) Middle Level
    - 2) Lower Level
    - 3) Top Level
  - c) Working out daily schedule for the work is the responsibility of:
    - 1) Middle Level Manager
    - 2) Lower Level Manager
    - 3) Top Level Manager

d) To make overall plans, setting objectives and making decisions is the responsibility of:

- 1) Top Level Manager
- 2) Middle Level Manager
- 3) Lower Level Manager

iii) List down three functions at each level:

a) Top Level

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b) Middle Level

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c) Lower Level

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iv) List the three types of managerial skills required at each level of Management.

- a) .....
- b) .....
- c) .....

v) Fill in the blanks.

- a) Conceptual skills are required more at the ..... level.
- b) Technical skills are more required at the ..... level.

### 1.2.4 Principles of Management

Now we shall explain principles of management, which are universal and dynamic. These principles are related to functions of management. (Functions are dealt in Section 1.3.)

The principles of Management are:

- i) **Equity:** Equity means fairness, justice or impartial treatment to all workers, this helps in good working environment and motivating workers to work for an organization. For example, equal salary and other benefits for same category of workers.
- ii) **Initiative:** Encouraging and allowing the workers to carry out an activity, with the authority of the position in the organization. Initiative on the part of the worker can be a source of strength for an organization. For example, the health worker (female) is encouraged to teach mothers about nutrition for children.
- iii) **Espirit decorps:** Espirit decorps means the spirit of loyalty, devotion and belongingness which unites people to work together to achieve objectives of organization.
- iv) **Stability of tenure of worker:** Worker should be allowed to continue her tenure without frequent changes; this gives security to the worker. Change only in emergency or when given a higher responsibility or promotion.
- v) **Division of work:** Job is divided and specified among various individuals. The manager is concerned with managerial work and workers with non-managerial work. This helps in acquiring skills and increasing output. The manager sees that none is overloaded with work and workers implement the plan as per directions. This helps in acquiring skills and increasing output.
- vi) **Authority and responsibility:** Both go hand in hand, authority should go with responsibility. The health worker (female) is responsible to provide antenatal care to mothers in the families and is accountable for her actions to the mothers as well as her superiors.
- vii) **Discipline:** Discipline means rules, regulations, manners, observed at work place. Discipline in an organization depends on efficiency of leader or manager and good supervision at all levels. Penalties should be used with care and misuse of power and

- viii) **Unity of Command:** Worker should receive orders from one superior. If two superiors give orders to same worker, it is difficult for a worker to decide whose order to follow first, this will cause misunderstanding and annoyance of superior. For example, the health worker receives orders from health assistants.
- ix) **Unity of Direction:** It means efforts of all the workers of the organization should be directed towards achievement of objectives of an organization. There should be one overall plan to achieve objective. Departmental objectives and plans should be made within framework of overall plan and objectives.
- x) **Remuneration of Personnel:** Payment system should be fair and satisfactory according to work, efficiency and hazards involved.

Check Your Progress 3

- i) List any six principles of Management.

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- ii) Explain the following in your words:

- a) Authority and responsibility.

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- b) Unity of Command.

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## 1.3 FUNCTIONS OF MANAGEMENT

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In this section, you will learn about functions of management. As you know management is a process of utilizing resources to achieve the objectives, it consists of many functions, which are carried out in a sequence. Basic functions of management are planning, organizing, staffing, directing, co-ordinating, controlling, recording and reporting, budgeting and evaluating.

Let us now discuss each function briefly.

### 1.3.1 Planning

- Planning is a thinking process of coping with uncertainty by formulating future course of action to accomplish specified results. It means determining what is to be done, how, when and by whom it is to be done.
- An element of planning is present behind every human activity. Students plan their studies, the head of the family plan their expenditure, the health worker in health centre plans her daily work schedule. In this way some kind of planning is seen everywhere.
- Planning is goal oriented i.e., defines objectives or goals of an organization and develops plans to achieve them. It involves choosing best action.
- Planning is thinking process. It is concerned with problem-solving. Planning is pervasive i.e., it is done at all levels by all categories of workers.
- Planning is part of activity at all levels from top to lower level.
- Planning is a never-ending function. It is ongoing, continuous process of assessment and reassessment of objectives, and replans, thus evaluation is part of planning. It can

**Importance of Planning**

- It helps in handling and solving the problems and to manage any unpredictable condition.
- Ensures effective control and co-ordination in an organization.
- Promotes creativity and innovation of ideas, which help in future development.
- Leads to integration of functions, avoid unnecessary decision making, helps in achieving objectives within limited resources.

**Steps in Planning**

- Analysis of situation by collecting information, for example health worker (female) analyses the problem situations of family by collecting information about family members, educational, socio-economical and environmental factors of the family.
- Forecasting the future needs or problem to be solved. Health worker (female) anticipates which problems may arise in the family due to lack of awareness about its nutritional requirements.
- Setting priority and objectives. The most urgent need is taken first for providing care to family and objectives are stated to give direction to activities.
- Formulating possible alternative actions to solve problems of the community/family. There may be a number of actions to solve the problem.
- Selecting action of choice. To overcome the given problem so that it is most effective to achieve objectives of care, keeping the cost at the minimum.
- Formulating the plan and policies, estimating resources and establishing evaluation procedure is another step in planning. To implement a given nursing action, it requires certain tools/equipment/supplies. In planning, it is estimated as to what resources are required. Planning also involves devising evaluation method to measure achievement of objectives.

**Check Your Progress 4**

i) Define Planning.

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ii) Place 'T' against the statements which are true, and 'F' against those, which are false.

- a) Planning is not concerned about future. ( T/F )
- b) Planning provides basis for all other functions. ( T/F )
- c) Planning is a top level manager's function. ( T/F )
- d) Planning is not a problem solving process. ( T/F )
- e) Evaluation is a part of planning. ( T/F )

**1.3.2 Organizing**

Organizing is a process of identifying and grouping the work, assigning duties or responsibilities and delegating authority, among workers, to accomplish the goals of an organization. For example, in order to deliver effective RCH services, you are given different tasks and responsibilities to achieve the goal of RCH. Activities are directed and controlled by medical officer and health supervisors.

**Characteristics and Importance**

- It is a mechanism through which the managers direct, coordinate and control the activities to get the work done to achieve objectives. For example, Medical Officer at PHC, CMO at district level.
- It is a goal-oriented process.
- It deals with group efforts to achieve goals/objectives.
- Brings about order and discipline based on principle of division of work.
- Provides opportunity to lower level managers to make decisions at their level.

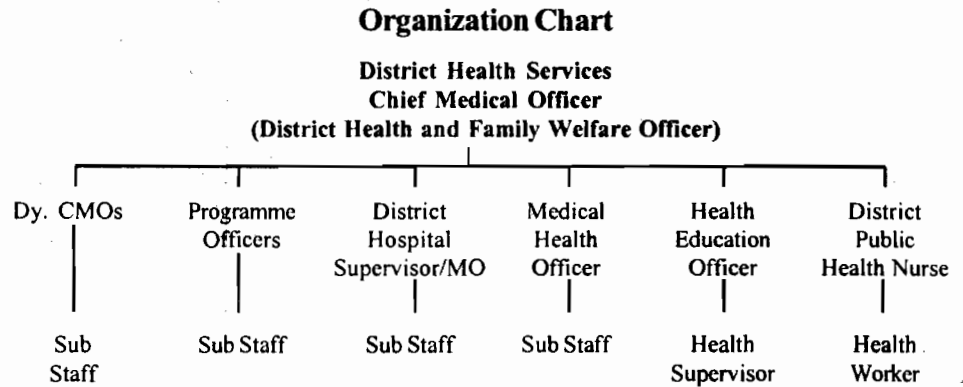
- Establishing and delegating authority among workers' relationship of superior and subordinate.
- Clear-cut division of work and delegation of authority.
- Facilities for formal communication through line of authority from top to lower levels.

**Organization Chart**

Organization chart is the diagrammatic representation of the different positions in an organization showing hierarchy and channels of communication. It shows relationship between different positions and departments. Knowledge about organization chart will help you to:

- Understand about your position and relationship to others.
- Understand to whom you are responsible and who is responsible to you.
- Understands formal and informal channels of communication pattern.
- Classify various personnel in an organization and give details about departments.
- Guide new employees.

A sample of organization chart of District Health Services is given below:



**Check Your Progress 5**

Enumerate four characteristics of organization.

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**1.3.3 Staffing**

- Staffing may be defined as the function, which provides an organization with adequate and competent manpower resources for its various activities.
- Staffing is concerned with the recruitment and management of workers in the organization.
- To carry out responsibilities, positions are filled with suitable workers with knowledge and skill. This means staffing function takes care of manpower requirement of the organization.

Organization can be functional and operational only by recruiting and selecting skilled manpower. Can you think about an organization only with machines and equipment and without human beings? No, because machines and equipment require skilled manpower to achieve the goals of an organization.

Therefore, effective performance by workers helps in achieving objectives within available resources. Capabilities of workers are to be developed by motivation, training and supervision by top-level manager.

**Check Your Progress 6**

Define staffing.

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**1.3.4 Directing**

Directing is concerned with guiding, supervising, motivating and influencing workers to achieve objectives. Directing is a continuous process. Directing function is performed by all levels of Managers/Supervisors. Supervisor has to direct the activities of the subordinate's work to achieve the objectives. It helps in achieving co-ordination. Activities of all the workers are integrated to achieve objectives with the help of directing.

It serves as a means of motivation. Workers can be motivated to work willingly with full capacity.

By supervision and instructions discipline is maintained, as it is needed for smooth functioning and achievement of objectives. It helps to cope up with changes. Workers can be taken into confidence and persuaded to accept the changes through dynamic leadership and effective communication.

**Elements of Directing**

- a) **Unity of direction:** There should be common directions to all workers for similar activities, for example, the health worker is directed to provide immunization to children according to national immunization schedule.
- b) **Unity of command:** Worker should get instructions from one supervisor only.
- c) **Direct supervision:** Manager should maintain direct contact with the workers through observation, guidance and teaching.
- d) **Participative leadership:** Manager should involve workers in making decisions. Superior should respect workers views.
- e) **Follow up:** Once directions are given, the manager should follow up whether the directions are being carried out or not.

**Check Your Progress 7**

- i) Define Directing.

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- ii) List down three elements of directing.

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**1.3.5 Coordinating and Controlling**

**Coordinating**

Organization consists of many departments and large number of workers which contribute to its functioning. In order to have effective functioning, activities of all departments and individuals are to be coordinated.

Coordination is the process of bringing about unity and harmony in the functioning of all departments and sub-systems.

Coordination involves integrating objectives and activities of separate units in order to achieve organizational objectives.

**Techniques of Achieving Coordination**

Following measures are helpful in achieving coordination:

- a) **Coordination through leadership:** Effective leadership encourages participation of

groups in making decisions and communication among workers, which helps in coordination.

- b) *Communication network*: Formal and informal communication, vertical, horizontal and diagonal communication helps in connecting people and units together, as they exchange views, information. This in turn helps in coordination.
- c) *Authority relationship*: In line authority relationship, superior controls the activities of the subordinate and this brings coordination in functioning. The health assistant (female) exercises control over the activities of the female health worker.
- d) *Defined objectives*: Clear and well-understood objectives will lead to a unified purpose and this brings about coordination.
- e) *Group decision making*: Committees are formed for group decision making to solve problems of different departments. Members of all departments make decisions together to solve the problems. This helps in unifying, integration and coordination.

### Controlling

In health care organization it is very important to have effective control system, because workers are dealing with human beings and if they do something wrong, it can be very drastic and peoples' life will be in danger.

- Controlling is a basic function of managers to achieve objectives through exercising control over work of workers.
- Controlling the work of all workers is also essential to utilize resources effectively and avoid unwanted effects.
- Controlling is a process of taking necessary preventive and corrective actions, which ensures effective and efficient use of resources and increases efficiency of the workers for achieving organizational objectives.
- It brings about discipline in the organization. Follow up/Corrective actions are taken to minimize adverse effects. Controlling also verifies whether the activities performed are in conformity with the plans and results expected.

### Types of Control

There are three types of control:

- a) *Current Control*: Current performances are evaluated and corrective actions are initiated immediately. For example, health assistant supervises activities of the female health worker in the family or clinic and provides guidance and teaching if needed at the same time.
- b) *Pre-control*: This method involves anticipation and prevention of problems. It is done before starting any activity. It does not allow any deviation or disturbances as action is taken in advance. For example, orientation and in-service education is conducted for health workers before they start implementing any new programme related to health.
- c) *Post Control*: It gathers information about the activity to evaluate and to take corrective actions to improve similar activity in future. It should be done as soon as possible to take corrective measure in time. It is also known as feedback control.

### Check Your Progress 8

- i) Define coordination.

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- ii) Enumerate the measures to be adopted to bring about coordination.

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iii) Fill in the blanks:

- a) Management control is a basic function of ..... to achieve objectives through exercising control over workers by taking necessary ..... and ..... actions.
- b) Controlling facilitates effective use of .....

iv) List the types of controlling.

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 .....  
 .....

### 1.3.6 Recording and Reporting

Records are the “Written documents about facts or information.”

Health records refer to forms on which information about an individual and family such as family history, individual history of illness, socio-economic aspects, and psychological and environmental factors, which influence health, are noted.

Health records are means of communication between past and future. Records are written daily, weekly, monthly and yearly. Compilation of information or data, which are recorded daily, weekly, monthly is called report. Report is an important management tool for future action, which gives summary of activities performed by you in each month.

For further details on records and reports refer Unit 6 of Block 2.

### 1.3.7 Budgeting

Budget is a blue print of projected plan of action and expenditure of an organization for a definite period of time.

Budget is a financial interpretation of a policy to be pursued to attain objectives in a given period.

It is a formal expression of plans, policies and objectives laid down in advance for the organization as a whole.

#### Purposes of Budgeting

- It is helpful in financial planning and decision-making.
- It helps in communicating financial objectives and cost of activities to achieve these objectives.
- It is a feedback for actual expenditure against budget allocation.
- It shows relationship between organization, objectives and financial planning.

#### Salient Features of Budgeting

- Top management is ultimately responsible for planning, implementing and evaluating the budget. Although middle and lower level managers make departmental plans and implement them.
- Budget should be prepared by anticipating the future, keeping in touch with the present and relating with the past. It should be flexible to accommodate uncertainties and variable cost of services.
- Budget should be in the form of financial statements i.e., in numerical forms, not described in words.

#### Steps in Preparing a Budget

- Examination of the past performance to know about achievement of objectives, its successes or failures.
- Setting objectives for fore coming year, starting them in the form of services to be provided.

- Estimation of increase in cost of various aspects including any change in payment system.
- Preparation of budget report and submit for review by top level manager.
- Review of budget plan and submit to finance committee.
- Modification by finance committee and then approval by board.

### 1.3.8 Evaluating

A community health service starts with planning and ends with evaluation of the programme.

- Evaluation is the process of collecting data, presenting them in a convenient form, and using them to form judgements or reach decision about an activity.
- Evaluation performs three fold functions of approving, providing and improving the programme. It provides useful information on what has been achieved, so that one could decide regarding its desirability for continuation. Evaluation serves to monitor the progress of an individual or a programme, provides continuous feedback to the supervisory staff.

The basic steps involved are as follows:

- Decide what is to be evaluated.
- Establish standards of evaluation.
- Plan the methods of evaluation.
- Analyze the results.
- Take action.
- Re-evaluate.

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## 1.4 FACTORS CONTRIBUTING TO EFFECTIVE MANAGEMENT

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Now you have understood that management is a process to achieve objectives of an organization. Certain factors play important role, which contribute to effective management. These factors are given below:

**Knowledge of Organisation:** Manager should be familiar with philosophy, purpose, objective, policies, plans, rules, hierarchy system and resources of an organization.

**Knowledge of Management:** The manager should be aware of principles and process of management.

**Result Oriented:** Manager should be able to achieve the end results within resources available in scheduled time.

**Enforcement of Rules and Regulations:** Manager should enforce rules and regulations without partiality and give clear-cut instruction for work.

**Technical Skills:** Manager should have knowledge of equipment and operation of machines, so that in emergency, he can use them, correct any minor faults and teach workers how to handle and use them.

**Communication Skills:** Manager should be an efficient communicator to interpret instruction, plans and policies to the subordinates and communicate the results and other information to superior.

**Human Relation Skills:** Getting things done by other requires maintaining interpersonal relationship, motivating the workers, and encouraging them to do work. Respecting and understanding their needs and behaviour leads to better results.

**Development of Systems:** This involves manpower-planning, recruitment, placement, providing equipment, material, furniture, stationery, good working atmosphere, working schedule, routines, job responsibilities, welfare services, maintenance of equipment, records, condemnation of old material and equipment, indenting and stock keeping, continuous supply of equipment, drugs, vaccines, and stationery. It is necessary to develop system for managing a department.

List down four factors contributing to effective management.

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## 1.5 LET US SUM UP

In this unit, you have learnt meaning and importance of management. Management is important for purposeful and efficient use of resources. As a manager, you should use the resources to get the job done on time. The levels of management e.g., Top Level, Middle Level and Lower Level are explained with personnel and their functions. Further you have learnt the principles and functions of management. Management helps in effective and efficient utilization of resources to achieve the objectives, and helps in assessing and solving the needs/problems of the community.

## 1.6 GLOSSARY

<b>Authority</b>	:	Right to make decision or giving orders.
<b>Accountability</b>	:	Answerable for an action which is being performed. It can be carrying out an order or taking decision.
<b>Communication</b>	:	Transmission of information from individual to individual, from group to group or department to department.
<b>Concept</b>	:	Means general idea or understanding about a complex thing/phenomena, e.g., Management is a complex or abstract term.
<b>Decision</b>	:	Choice between alternatives.
<b>Function</b>	:	Group of activities with common purpose.
<b>Functional Authority</b>	:	Authority arises from expert area of function.
<b>Leadership</b>	:	Art of influencing, guiding, inspiring others.
<b>Line Authority</b>	:	Authority flows directly from superior to the subordinate.
<b>Motivation</b>	:	A drive or need that compels to take an action.
<b>Objectives</b>	:	Objectives or goals are the desired end or end results of actions taken. Objectives should be achievable and measurable e.g., immunizing 100 per cent antenatal mothers against tetanus in a village.
<b>Responsibility</b>	:	Task to do, e.g., trained <i>dais</i> can conduct normal deliveries at home.

## 1.7 MODEL ANSWERS

### Check Your Progress 1

- i) a) top, lower  
 b) coordination, human and physical  
 c) authority  
 d) interpersonal relationship  
 e) observable, measurable, and feasible
- ii) a) Process of getting things done by others  
 b) System of authority  
 c) Dynamic process

- d) Universal phenomenon
- e) Utilization of resources
- f) Goal oriented

**Check Your Progress 2**

- i) a) Top, middle, lower
- b) Managerial skills
- ii) a) 2
- b) 1
- c) 1
- d) 1
- iii) a) Top Level
  - Make over all plans, policies and set objectives
  - Make decisions of vital issues
  - Evaluate and monitor the activities of all departments
- b) Middle Level
  - Prepare departmental plans, set objectives
  - Communicate policies, issue orders and instructions to lower level managers
  - Coordinate activities of various work units at lower level.
- c) Lower Level
  - Prepare schedule for activities
  - Utilize the resources, complete work in time
  - Record and report
- iv) a) Conceptual skills
- b) Interpersonal relationship skills
- c) Technical skills
- v) a) top
- b) lower

**Check Your Progress 3**

- i) a) Division of work
- b) Authority and responsibility
- c) Initiative
- d) Unity of command
- e) Unity of direction
- f) Stability
- ii) a) Work assigned to workers is performed and the worker is answerable for action taken.
- b) Receiving orders from one supervisor to avoid confusions.

**Check Your Progress 4**

- i) Planning is a thinking process of coping with uncertainty by formulating future course of action to accomplish specified results.
- ii) a) F
- b) T
- c) F
- d) F
- e) T

**Check Your Progress 5**

- Goal-oriented process
- Deals with group efforts to achieve objectives
- Based on principle of division of work
- Establishes and delegates authority, relationship of superior and subordinate and channels of communication.

**Check Your Progress 6**

Staffing may be defined as the function, which provides an organization with adequate and competent manpower resources for its various activities.

**Check Your Progress 7**

- i) Directing is a process of guidance, the inspiration, supervision and motivation of workers to achieve objectives.
- ii) ● Unity of command
  - Unity of direction
  - Direct supervision.

**Check Your Progress 8**

- i) Coordination is a process of bringing about unity and harmony in the functioning of all departments and sub-systems.
- ii) a) Coordination through leadership
  - b) Communication network
  - c) Authority relationship
  - d) Group decision making
  - e) Defined objectives.
- iii) a) managers, preventive and corrective.
  - b) resources
- iv) ● Pre-control
  - Current control
  - Post control

**Check Your Progress 9**

- Knowledge of organisation
- Knowledge of management
- Communication skills
- Technical skills.