

# DETAILED CONTENTS

*Preface*.....xxi

## **Part I Stepping into Management**

**Chapter 1. The Supervisor’s Job, Roles, Functions, and Authority..... 3**

**Authority..... 3**

    Chapter Objectives..... 3

    The Healthcare Perspective ..... 3

    The Demands of the Supervisory Position..... 8

    The Managerial Aspects of the Supervisory Position..... 14

    The Meaning of Management ..... 16

    Managerial Functions and Authority ..... 19

    Expect Surprises ..... 24

    Benefits of Better Management ..... 25

    Stepping into Management ..... 26

    Summary ..... 28

    Notes ..... 29

    Review Questions..... 29

    Additional Readings ..... 29

    Class Activity..... 30

    Case Study ..... 30

**Chapter 2. The Theories and History of Management ..... 31**

    Chapter Objectives..... 31

    Industrial Revolution (1700s–1800s) ..... 32

    Classical School (1800s–1950s)..... 33

    The Behavioral Movement (1920s–1950s)..... 39

    Human Resources School (1950–Present)..... 40

    Contemporary Management Theories

        (1940s–Present) ..... 41

    Organizational Development (Late 1950s–Present)..... 47

    Entrepreneurial Theory (1970s–Present)..... 48

    Cultural Theory (1970s–Present)..... 50

Theory C (2007–Present) .....	52
Summary .....	52
Note .....	54
Review Questions.....	54
Additional Readings .....	54
Class Activities .....	55

## Part II Connective Processes

<b>Chapter 3. Decision Making</b> .....	<b>59</b>
Chapter Objectives.....	59
Programmed and Nonprogrammed Decisions .....	60
The Importance of Decision-Making Skills.....	61
Steps in the Decision-Making Process .....	62
Avoiding Unethical Decisions .....	71
Summary .....	71
Review Questions.....	72
Additional Readings .....	72
Class Activity.....	73
Case Study.....	73
<b>Chapter 4. Coordinating Organizational Activities</b> .....	<b>75</b>
Chapter Objectives.....	75
The Meaning of Coordination .....	76
Coordination, Cooperation, and Collaboration .....	77
Difficulties in Attaining Coordination .....	80
Coordination and Managerial Functions.....	81
Coordination and Decision Making.....	82
Coordination and Communication.....	82
Dimensions of Coordination .....	83
The Role of Coordinator.....	86
Summary .....	87
Review Questions.....	88
Additional Readings .....	88
Case Study.....	89
<b>Chapter 5. Communicating</b> .....	<b>91</b>
Chapter Objectives.....	91
The Nature of Communication .....	94
Communication Network.....	96
Formal Channels.....	97

Communication Media .....	101
The Manager's Role in Communication .....	108
Barriers to Communication .....	109
Overcoming Barriers to Improve Communication	
Effectiveness .....	114
The Grapevine: The Informal Communication	
Network .....	119
Summary .....	122
Review Questions .....	123
Additional Readings .....	123
Class Activities .....	123
Case Study .....	124
Appendix 5.1: Memo Examples .....	125
Poorly Written Memo .....	125
Well-Written Memo .....	125
Appendix 5.2: Guidance for Better Communication .....	127
Language .....	127
<b>Chapter 6. Legal Aspects of the Healthcare Setting .....</b>	<b>131</b>
Chapter Objectives .....	131
Liability .....	132
Employee Litigation .....	145
The Role of the Compliance Department .....	160
Summary .....	162
Notes .....	163
Review Questions .....	163
Additional Readings .....	164
Class Activities .....	164
<b>Chapter 7. Emerging Influences in Healthcare .....</b>	<b>165</b>
Chapter Objectives .....	165
The Force of Change .....	165
Changing Occupations and Workforce .....	166
Savvy Consumers and Satisfaction .....	168
Changing Technology and Medicine .....	171
Erratic Economic and Regulatory Environment .....	176
Policies and Oversight .....	179
Changing Staff Issues .....	182
Changing Communication Methods .....	186
Cost and Outcomes .....	187

Summary .....	189
Notes .....	190
Review Questions.....	191
Additional Reading .....	191
Class Activity.....	191
Appendix 7.1: First-Time Management Blunders .....	192
Appendix 7.2: The Manager's Bookshelf .....	195

### Part III Planning

<b>Chapter 8. Managerial Planning .....</b>	<b>199</b>
Chapter Objectives.....	199
The Nature of Planning .....	203
Forecasting Trends.....	204
Supervisory Forecasts .....	209
Benefits of Planning .....	211
The Strategic Planning Process.....	211
The Use of Objectives in Planning .....	221
Monitoring the Effectiveness of the Strategic Plan.....	224
Summary .....	227
Notes .....	228
Review Questions.....	228
Additional Readings .....	228
Class Activity.....	228
Case Study .....	229
Appendix 8.1: Managers' Input to Strategic Planning Process .....	230
Appendix 8.2: Board of Trustees' SWOT Comments .....	234
<b>Chapter 9. Tactical Considerations in Planning .....</b>	<b>237</b>
Chapter Objectives.....	237
The Supervisor as a Change Agent .....	237
Planning Strategies.....	238
Utilization of Resources .....	239
Safe Environment.....	241
Utilization of Space.....	243
Utilization of Materials and Supplies .....	245
Utilization of Workforce.....	245
Summary .....	246

Notes .....	247
Review Questions.....	247
Additional Readings .....	247
Class Activity.....	247
Case Study .....	247
<b>Chapter 10. Planning Tools.....</b>	<b>249</b>
Chapter Objectives.....	249
Policies.....	250
Procedures .....	256
Methods .....	258
Rules.....	260
Organizational Manuals .....	261
Programs and Projects.....	263
Budgets.....	265
Summary .....	266
Review Questions.....	266
Additional Readings .....	266
Class Activities .....	267
Appendix 10.1: Policy and Procedure Template.....	268
Appendix 10.2: Work Simplification .....	273
<b>Chapter 11. Time Management Techniques .....</b>	<b>277</b>
Chapter Objectives.....	277
Use of Time.....	278
Time-Use Chart.....	282
Managing Employees' Time.....	285
Summary .....	287
Notes .....	288
Review Questions.....	288
Additional Readings .....	288
Class Activities .....	288
<b>Part IV Organizing</b>	
<b>Chapter 12. Fundamental Concepts of Organizing .....</b>	<b>293</b>
Chapter Objectives.....	293
Formal Organization Theory.....	294
Two Key Concepts.....	295
Authority .....	296
Line and Staff .....	306

	Span of Management .....	313
	Summary .....	323
	Review Questions.....	325
	Additional Readings .....	325
	Classroom Activity .....	326
<b>Chapter 13.</b>	<b>Division of Work and Departmentalization .....</b>	<b>327</b>
	Chapter Objectives.....	327
	Division of Work or Job Specialization .....	328
	Departmentalization.....	330
	Organizing at the Supervisory Level.....	338
	Departmental Organizational Structure .....	340
	Organization and Personnel .....	343
	Organizational Design.....	343
	Organizational Charts .....	349
	Summary .....	355
	Notes .....	356
	Review Questions.....	356
	Additional Readings .....	356
	Class Activity.....	357
	Case Study .....	357
<b>Chapter 14.</b>	<b>Delegation of Authority .....</b>	<b>359</b>
	Chapter Objectives.....	359
	The Meaning of Delegation .....	360
	The Scalar Chain (Chain of Command) .....	360
	The Process of Delegation.....	362
	Availability of Trained Subordinates .....	370
	Recognition .....	372
	Equality of the Three Essential Parts .....	373
	Centralization–Decentralization Continuum.....	374
	Achieving Delegation of Authority .....	375
	Organizational Maturity .....	378
	Delegation and General Supervision.....	378
	Advantages and Disadvantages of Delegation .....	380
	Summary .....	381
	Note .....	382
	Review Questions.....	382
	Additional Readings .....	382
	Class Activity.....	383

<b>Chapter 15. Process and Quality Improvement and the</b>	
<b>Effect on Reorganization .....</b>	<b>385</b>
Chapter Objectives.....	385
Reorganization.....	386
Quality's Role as a Change Agent .....	387
Reorganization Effects on Staff.....	390
The Supervisor's Role in Quality Management.....	392
Tools to Assist with Reorganization or Process	
Improvement.....	392
What Is Quality? .....	394
Demonstrating Progress .....	406
An Example of Six Sigma .....	410
Six Sigma Versus Lean Versus Kaizen .....	414
Reorganizing and Reengineering.....	416
Downsizing.....	419
Summary .....	421
Notes.....	422
Acknowledgments.....	422
Review Questions.....	423
Additional Readings.....	423
Class Activity.....	423
Case Studies.....	424
<b>Chapter 16. Committees as an Organizational Tool.....</b>	<b>425</b>
Chapter Objectives.....	425
The Nature of Committees .....	426
Functions of Committees.....	426
Benefits of Committees.....	428
Drawbacks of Committees.....	429
The Effective Operation of a Committee.....	431
The Committee Meeting.....	441
Summary .....	447
Note .....	448
Review Questions.....	448
Additional Readings.....	448
Class Activity.....	449
<b>Chapter 17. The Informal Organization .....</b>	<b>451</b>
Chapter Objectives.....	451
The Genesis of the Informal Group.....	452

Benefits Derived from Groups.....	453
Structure and Function of the Informal Organization .....	454
The Supervisor and the Informal Organization .....	458
Summary .....	464
Review Questions.....	465
Additional Readings .....	465

## **Part V Staffing: Human Resources Management**

<b>Chapter 18. The Staffing Process .....</b>	<b>469</b>
Chapter Objectives.....	469
The Staffing Function and the Human Resources Department.....	470
Staffing and Legal Implications .....	475
Functional Authority and the Human Resources Department.....	477
The Supervisor's Staffing Function.....	478
Job Design.....	480
The Organizing Side of Staffing.....	499
Summary .....	503
Notes.....	505
Review Questions.....	505
Additional Readings .....	506
Class Activities .....	506
 <b>Chapter 19. The Selection Process.....</b>	 <b>507</b>
Chapter Objectives.....	507
Early Assessment .....	508
The Art of Interviewing .....	511
The Employment Interview .....	514
Evaluating the Applicant .....	529
Testing the Applicant .....	531
Diversity .....	532
Making the Decision.....	533
Summary .....	536
Note .....	537
Review Questions.....	537
Additional Readings .....	537
Class Activity.....	538



<b>Chapter 20. Performance Appraisals and Position Changes .....</b>	<b>539</b>
Chapter Objectives.....	539
The Performance Appraisal System.....	540
Performance Appraisal Methods.....	541
Performance Appraisal Purposes and Timing.....	544
Who Is the Appraiser? .....	548
Performance Rating .....	550
Preparing for the Interview .....	560
The Appraisal Interview .....	561
Proper Wages, Salaries, and Benefits.....	567
Mentoring, Skill Building, and Succession	
Planning.....	570
Promotion .....	573
Summary .....	578
Notes.....	579
Review Questions.....	580
Additional Readings .....	580
Class Activity.....	581

## Part VI Influencing

<b>Chapter 21. Giving Directives and Managing Change.....</b>	<b>585</b>
Chapter Objectives.....	585
Characteristics of Good Directives.....	587
Directing Techniques .....	591
Explaining Directives .....	600
General Supervision Compared with No	
Supervision.....	601
Team Management .....	602
Change and Influencing.....	603
Summary .....	611
Review Questions.....	612
Additional Readings .....	612
Class Activity.....	613
 <b>Chapter 22. Motivation.....</b>	 <b>615</b>
Chapter Objectives.....	615
Theories of Motivation.....	616
Models of Motivational Processes.....	617
Perceptions, Values, and Attitudes.....	631

	Modifying Motivational Techniques .....	639
	Working with the Generations.....	639
	Temporary Workers.....	648
	Summary .....	649
	Notes.....	650
	Review Questions.....	650
	Additional Readings .....	651
	Class Activities .....	651
	<b>Appendix 22.1: “One More Time: How Do You Motivate Employees? .....</b>	<b>652</b>
	“Motivating” with KITA.....	652
	Hygiene vs. Motivators .....	653
	<b>Appendix 22.2: Principles of Vertical Job Loading .....</b>	<b>655</b>
	Principal Motivators Involved.....	655
	Steps to Job Enrichment .....	655
	Concluding Note .....	657
<b>Chapter 23. Morale.....</b>		<b>659</b>
	Chapter Objectives.....	659
	The Nature of Morale.....	660
	The Level of Morale.....	661
	Factors Influencing Morale .....	665
	The Supervisor’s Role in Morale .....	673
	The Effects of Morale .....	676
	Assessing Current Morale.....	677
	Summary .....	683
	Review Questions.....	684
	Additional Readings .....	684
	Class Activities .....	685
	Case Studies.....	685
	<b>Appendix 23.1: Sample Flex-Time Policy.....</b>	<b>686</b>
	<b>Appendix 23.2: University of Texas Medical Branch Telecommuting Agreement.....</b>	<b>688</b>
<b>Chapter 24. Discipline.....</b>		<b>691</b>
	Chapter Objectives.....	691
	Organizational Discipline .....	691
	When Disciplinary Action Is Warranted.....	695
	Disciplinary Layoff or Suspension.....	701

The Supervisor's Dilemma .....	704
The "Red-Hot Stove" Approach .....	704
Discipline Without Punishment.....	708
Right of Appeal.....	709
Just Culture .....	710
Summary .....	712
Notes .....	713
Review Questions.....	714
Additional Readings .....	714
Class Activity.....	714
Case Studies.....	715
<b>Chapter 25. Leadership .....</b>	<b>717</b>
Chapter Objectives.....	717
Leadership Theories .....	721
Leadership Roles.....	725
Leadership Style .....	726
Energizing Staff.....	728
Diversity Challenges.....	731
Social Responsibility.....	735
Summary .....	736
Review Questions.....	737
Additional Readings .....	737
Class Activities .....	738
Case Study.....	738
<b>Part VII Controlling</b>	
<b>Chapter 26. Fundamentals of Control and the Controlling</b>	
<b>Function .....</b>	<b>741</b>
Chapter Objectives.....	741
The Nature of Control.....	742
Human Reactions to Control.....	742
The Supervisor and Control.....	743
The Anticipatory Aspect of Control .....	744
Control Systems.....	746
The Feedback Model of Control .....	748
Closeness of Control.....	750
Basic Requirements of a Control System .....	750
Steps in the Supervisor's Control Function .....	752

Benchmarking .....	766
Functions Closely Aligned with Controlling .....	767
Data Analytics .....	769
Additional Controls .....	770
Summary .....	771
Note .....	773
Review Questions.....	773
Additional Readings .....	773
Class Activities .....	774
Case Study .....	774
<b>Chapter 27. Budgeting .....</b>	<b>775</b>
Chapter Objectives.....	775
The Nature of Budgeting and Budgetary Control .....	776
The Supervisor's Concern About Budgeting .....	776
Numerical Terms in Budgeting .....	777
Making the Budget .....	777
The Supervisor's Participation in Budgeting.....	778
Budgeting Approaches .....	780
Types of Budgets .....	783
Preparing the Budget .....	787
Other Budget Considerations.....	788
Summary .....	794
Notes .....	795
Review Questions.....	795
Additional Readings .....	796
Class Activity.....	796
Case Studies.....	796

## Part VIII Labor Relations

<b>Chapter 28. The Labor Union and the Supervisor.....</b>	<b>799</b>
Chapter Objectives.....	799
The Nuances of Unions .....	800
Unionization and Labor Negotiations .....	801
The Supervisor and the Shop Steward .....	809
Employee-Friendly Legislation .....	810
Summary .....	811
Review Questions.....	812
Additional Readings .....	812

---

<b>Chapter 29. Handling Grievances.....</b>	<b>813</b>
Chapter Objectives.....	813
The Shop Steward’s Role .....	814
The Supervisor’s Role .....	815
Complaint Resolution at Nonunionized Organizations .....	820
Summary .....	821
Note .....	822
Review Questions.....	822
Additional Readings.....	822
Class Activity.....	822
<i>Glossary .....</i>	<i>825</i>
<i>References .....</i>	<i>843</i>
<i>Index.....</i>	<i>885</i>
<i>About the Author .....</i>	<i>1</i>