

UEF 8 SEM. THE MANAGEMENT SECTION

LESSON 2

TOPIC: AN ORGANIZATION AS AN OBJECT OF PHARMACEUTICAL MANAGEMENT

1. The concept of an organization, the elements of an organization.
2. The basic laws of the organization's management: statics and dynamics.
3. Properties and architectonics of the organization
4. Formal and informal structures in the organization
5. Types of management structures.
6. Organizational design.
7. Basic conditions of official relations

1. The concept of an organization, the elements of an organization

The concept of ORGANIZATION comes from the French, which means "to arrange, create, unite, organize, rally"

The signs of an organization are 1) the presence of a group of people 2) common goal 3) Working together

An organization is a group of people whose activities are consciously coordinated to achieve the goal of the enterprise.

THE ORGANIZATION IS CHARACTERIZED BY THE PRESENCE OF THE FOLLOWING ELEMENTS:

- Goals,
- structures,
- Technology,
- Resources,
- relationship with the external environment,
- Horizontal and vertical division of labor,
- The need for coordination of activities,
- the presence of an organizational culture.

2. The basic laws of the organization's management: statics and dynamics

The creation and functioning of an organization is carried out according to certain LAWS, which are conditionally divided into the laws of the organization in statics and dynamics.

The laws of STATICS include

- 1) the law of composition – the work of all departments is subject to a common goal
- 2) the law of proportionality – with any changes in the organization, proportionality remains between the components of the system as a whole
- 3) the law of least – the stability of the system is characterized by the stability of its smallest part
- 4) the law of development – each system goes through all stages of development :education, formation, development, destruction.

The laws of organization DYNAMICS are

- 1) The law of synergy – the sum of the properties of a system is not an arithmetic sum of the properties of its divisions
- 2) the law of awareness (orderliness) – the activities of the organization's employees are determined by the degree of their awareness
- 3) the law of unity – the dialectic of the unity of opposites: analysis and synthesis, integration and specialization, mutual complementation of multidirectional processes.
- 4) the law of self–preservation is the desire to ensure the stability of the system and the balance of processes.

3. Properties and architectonics of a pharmaceutical organization

The properties and structure of a pharmaceutical organization depend on its type, hierarchy level, and work performed.

The implementation of the properties and integrity of a pharmaceutical organization is determined by the architectonics of the organization:

- the structure of the governing bodies

- the structure of the organization's subsystems
- distribution of official powers
- technology of the work performed
- communication in and between departments

The connecting basis of all components of architectonics is the structure of a pharmaceutical organization.

The structure of an organization is an ordered set of interrelated elements that are in stable relationships with each other and ensure the rhythmic work and development of the organization as a whole.

Types of structures in the organization:

- organizational and production (these are the existing divisions)
- management (unites the departments of organization management)
- social (groups of employees by age, gender, level of education, etc.)
- communication (information) – channels of interaction between employees and managers for the exchange of information
- technological (available material and energy resources, their interactions)

THE MANAGEMENT STRUCTURE AND ORGANIZATIONAL AND PRODUCTION STRUCTURES ARE COMBINED INTO THE GENERAL CONCEPT OF ORGANIZATIONAL STRUCTURE

4. Formal and informal structures in the organization

The interaction between employees can be within the framework of formal and informal relationships, and structures by their status can be formal (formal) and informal (informal). This division is characterized by the following features:

FORMAL (official) structures are characterized by:

- they are created for the successful operation of the enterprise
- regulated by legal norms
- linked by position and job instructions
- designed to ensure successful teamwork in the organization

Informal (informal) structures are characterized by:

- created on the basis of personal interests and sympathies
- regulated by the norms of traditions and customs
- the nature of the connections is personal, optional
- they involve the exchange of information, opinions and judgments, communication, support.

The organizational structure defines only formal connections and relationships. The management structure is determined by the structure of the management bodies and is approved by the company's charter, regulations on departments in the organization, job descriptions of individual employees.

ELEMENTS OF THE ORGANIZATION'S STRUCTURE: managers, work, performers.

Relationships between departments and employees are established through horizontal and vertical connections.

Horizontal links are links between positions of the same level, designed to coordinate actions in the process of work.

Vertical connections are connections of subordination of subordinates (executors) to higher (managers)

In management structures, connections can be linear (reflect the movement of information, managerial decisions between managers of the same level: head, pharmacies, department heads) and functional (information is sent in accordance with the functions of departments in the organization: procurement, storage, distribution, sales, marketing work, etc.)

5. Types of management structures

By the type of construction, the management structures are hierarchical structures. Several types of management structures are often used in pharmacy:

- 1) Linear
- 2) Line staff
- 3) Functional
- 4) Linear-functional

These types of structures are **HIERARCHICAL**, assume strict subordination to one manager and a clear division of powers in accordance with the job descriptions of each employee.

In modern conditions, when external factors are changing rapidly, **MATRIX** structures are successfully and often used, which involve the creation of working groups (departments) to solve a specific task at the moment. In this structure, the contractor has a double subordination: according to the main place of work - to the direct supervisor and the head of the working group created to perform the task of the project.

The type of organizational structure is not permanent and can change according to the situation in the external environment and in accordance with the development of the organization.

The rational (optimal) structure of an organization is characterized by the presence of certain signs, factors, and criteria of structuring.

SIGNS OF AN OPTIMAL STRUCTURE:

a small number of management levels,

customer-oriented work,

high productivity,

rapid change of work when external and internal conditions

change, low costs for production processes and organization of work.

FACTORS OF INFLUENCE IN THE CONSTRUCTION OF THE STRUCTURE:

the type of work in the pharmacy, the size of the pharmacy, the volume of work, the staff, the goals of the organization's development

STRUCTURING CRITERIA: functions of the organization's appointment (public service, MO), consumer groups (for nosologies of diseases, for prevention, for children), pharmacy opening hours (seven days a week, on duty), number of employees, etc.

6. Organizational design

The choice of the management structure and its construction are performed by managers. These actions of the manager in choosing the type of structure and the principles of its construction are called **ORGANIZATIONAL DESIGN**.

ORGANIZATIONAL DESIGN is a project of dividing an organization into blocks, departments, divisions according to the areas of activity in the organization, the distribution of job responsibilities, definitions of duties and responsibilities of performers.

The division of an organization into separate blocks, departments, and divisions is called DEPARTMENTALIZATION. It includes:

- Job allocation,
- connections by position,
- Hierarchy level,
- standards of manageability,

the rights and responsibilities of performers.

For the design of organizational structures, 4 main methods are used:

- the analogy method – based on the analysis of the experience of typical organizations in similar working conditions
- expert method – building an organization based on the experts' millet
- the method of structuring goals – combining the structure of the organization with the goals and objectives of its work
- organizational modeling method – mathematical , graphical description using certain criteria

The formation of departments in pharmacy organizations is carried out according to one of the following CRITERIA:

- functional (by type of work)
- commodity (by type of goods)
- geographical (by region or territory)
- by consumers (groups of buyers).

7. Basic conditions of official relations

Official relations between employees define three main conditions: responsibility, power, and accountability to the head.

Responsibility is an employee's obligation to perform the prescribed work and be responsible for its high-quality performance

Responsibility can be explicit (direct) and implicit (indirect)

Explicit (direct) responsibility is assigned in accordance with the position

Implicit (indirect) is distributed personally in accordance with the individual job description, taking into account the individual level of professional training of each employee. This type of responsibility provides an opportunity for an employee's career growth.

The head of the organization in his work often uses the DELEGATION of certain types of managerial actions to the most qualified employees. At the same time, the employee is given authority (the right to dispose of certain resources of the organization), a certain part of the power and responsibility for the results of work.

Delegation can be one-time or long-term in nature.

The level and types of delegation are determined by the degree of CENTRALIZATION of management in the organization.

CENTRALIZATION is the concentration of the power functions of managerial decision-making at the upper hierarchical level of the organization's management. Centralization depends on the size of the organization, the uniformity of the assortment, the number of suppliers, and consumer groups.

With full centralization, the minimum number of functions and powers is transferred, with decentralization, functions and powers are transferred as much as possible.

The achievement of delegation efficiency is ensured by the use of management principles: unity of command, the norm of manageability, compliance with responsibility and delegated authority to the employee.

The NORM OF MANAGEABILITY is the maximum number of subordinate employees whose work can be successfully managed by one Director. For pharmacy organizations, the manageability rate ranges from 10 to 15 employees.

Examples of organizational structures are shown in Fig. 1, 2, 3.

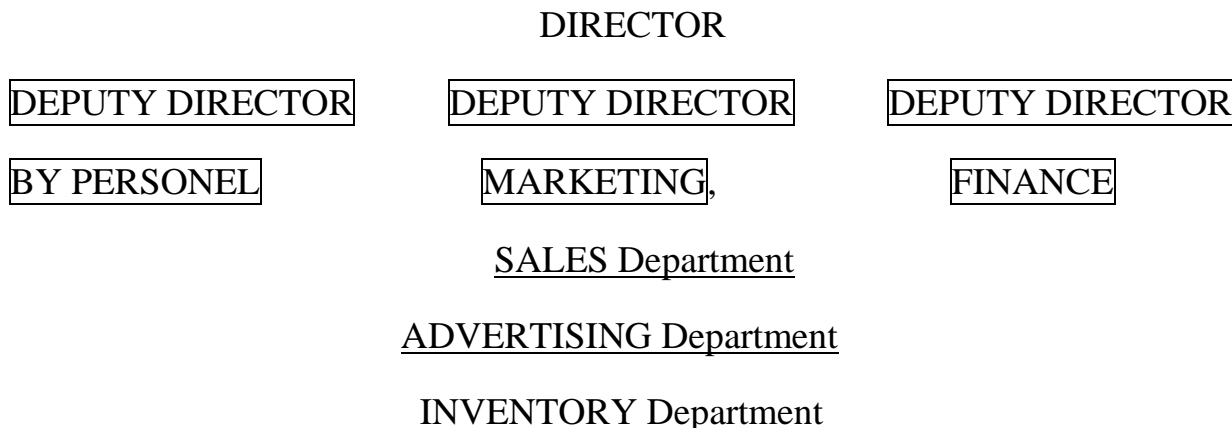


FIG.1 example of the structure of an organization by function

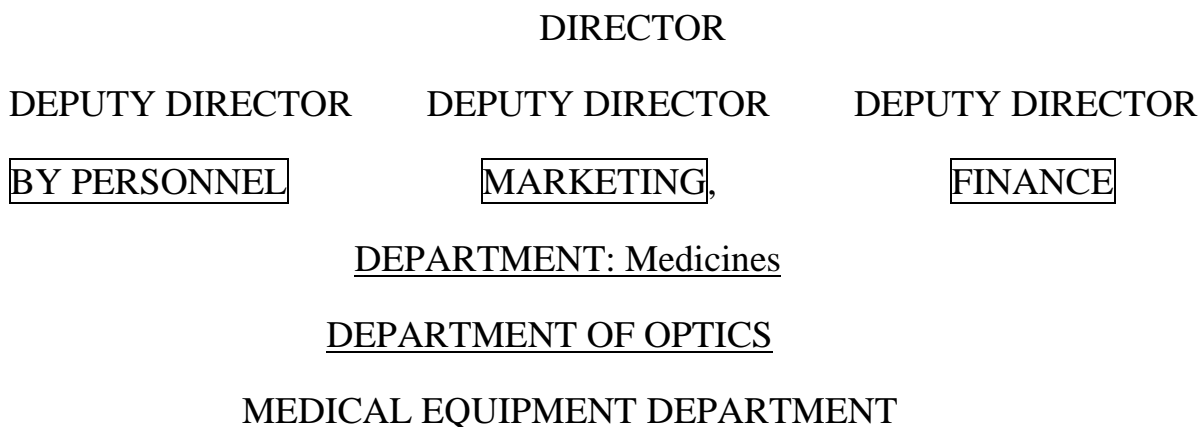


FIG.2 Example of the organization structure by product (goods)

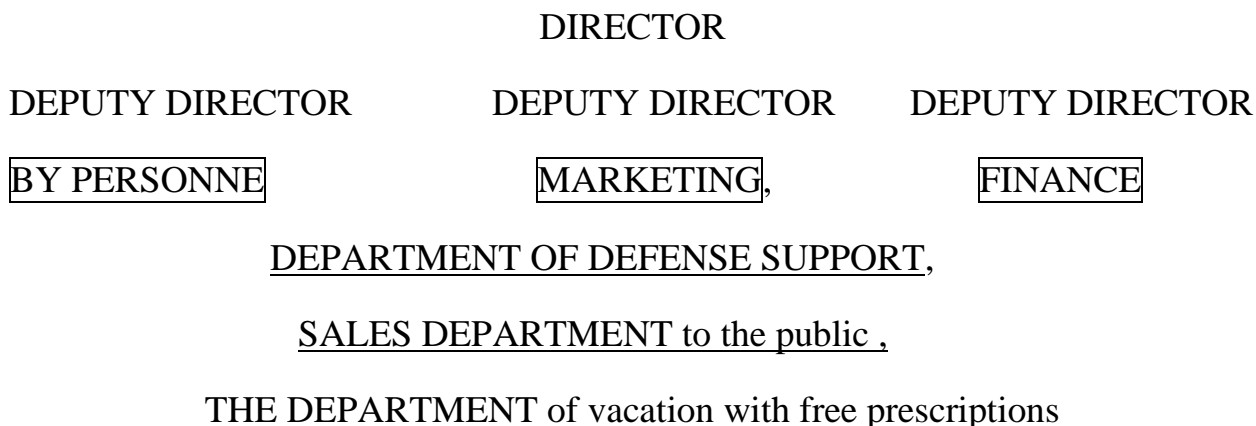


FIG.3 Example of the organization structure by consumers

Questions to control the study of the topic:

1. What is an organization? Define the term.
2. What elements are there in the structure of the organization?
3. What laws in management are the laws of statics?
4. What laws in management are the laws of dynamics?
5. Formal and informal structures in the organization?
6. What structures of the organization are called hierarchical?
7. What structures of the organization are called matrix?
8. What methods of designing an organizational structure do you know?
9. On what grounds can departments be organized in a pharmacy?
10. What is delegation in the management system?
11. What is the centralization of power in an organization?
12. What is the norm of manageability in management?