

## INTRODUCTION

Nurses are familiar with the application of the nursing process such as assessing, diagnosing, planning, implementing and evaluating patient care in the management of their patients/clients in any setting. Similarly, nurse leaders must also be aware of various steps involved in the management process. In 1937, Luther Gallick introduced two more activities to the management process in addition to planning, organizing, staffing, directing and coordinating.

These were reporting and budgeting, leading to the term POSDCORB, All these activities were again reorganized by joining reporting and coordinating under the component of control and classified as five major elements or steps in the management process (Fig. 2.1):

**1. PLANNING:** Planning is a future-oriented process. It decides in advance what is to be done, how it is to be done, when to do it, who should do it and where it is to be done. A manager first decides on the jobs he wants to do. Therefore, he sets long- and short-term objectives for the organization and decides on the means or develops strategies that will be used to achieve these objectives.

**2. ORGANIZING:** This involves the setting up of functions to be performed by individuals and groups for the attainment of defined objectives given with necessary authority and responsibility and the required resources. Lack of proper organization may result in delays, overlap ping of authority, duplication of efforts, inefficiency and waste of resources, and imbalance in functional loads.

**3. STAFFING:** Having identified the functions to be performed by a particular type of individual or group of individuals, the right persons are recruited. Staffing as a management function involves recruiting, selection, development through training, retaining, promotion and retirement of human resources in an organization.

**4. DIRECTING:** This is the means through which managerial decisions are translated into concrete actions. Directing is a function of guiding and supervising subordinates. So a manager, while providing day-to-day directions to his subordinates, must make sure that they know exactly what they are expected to do and when to perform the required activity. He must also help them to strengthen their skills, assess their performance and help them to improve accordingly.

**5. COORDINATING:** This means interrelating various activities or functions performed by different individuals for the achievement of required objectives. A manager has therefore to develop some means of coordinating the efforts of subordinates and blend all the activities into a unified action.

**6. REPORTING:** Reporting is a process of keeping a superior, to whom the subordinates are responsible and accountable, informed by way of records, returns and checking, Progress can therefore be assessed through the reporting system. **7. Budgeting:** This is a form of fiscal planning, accounting and controlling of financial resources. A manager has to prepare a budget and monitor expenditure and assess the financial performance at the end of the financial year.

## CONCEPT OF PLANNING

Planning is preparing a blueprint'.

Planning is a future-oriented process. It decides in advance 'what' is to be done, 'how' it is to be done, 'when' to do it, 'who' is to do it and 'where' it is to be done. A manager first decides on the jobs he wants to do. Thereafter, he sets long- and short-term objectives for the organization and decides on the means or develops strategies that will be used to achieve these objectives. Planning refers to thinking ahead of time and formulating preliminary thoughts. It is a continuous, intellectual process of determining philosophy, objectives, policies, procedures, and rules and standards. It involves long- and short-term projections and the fiscal course of actions. Planning is the preliminary and most important step in the management process.

## DEFINITIONS OF PLANNING

**1. Alfred and Beatty:** Planning is a thinking process, the organized foresight, the vision based on facts and experience that is required for an intelligent action.

**2. Koontz and O'Donnell:** Planning is essentially decision making since it involves choosing from among alternatives.

**3. George Terry:** Planning is the selecting and relating of facts and making and using of assumptions regarding the future in the visualization and formulation of proposed activities believed necessary to achieve the desired results.

A careful analysis of the above definitions of planning reveals that:

1. It is concerned with the future and it essentially looks ahead;
2. It involves thinking and analysis of information.
3. It involves a predetermined course of action;
4. It is concerned with the establishment of objectives to be attained in the future;
5. It is fundamentally a function of choosing after a careful study of alternative courses;
6. It involves decision making
7. Its objectives are to achieve better results and 8. It is a continuous and integrated process.

## MISSION OF PLANNING

The mission of the organization is to provide benefits to its customers. Since the customer exists outside the organization, the mission must be defined from an external point of view. Mission always implies concern with the future and with this in mind, planning

1. Leads to success in achieving goals:
2. Provides meaning to effective use of available resources such as personnel and facilities in the organization;
3. Helps to cope with situational crises;
4. Ensures effective control leading to cost effectiveness and
5. Helps to discover the need for change.

## **PHILOSOPHY OF PLANNING**

1. Planning sets guidelines and constraints for the behaviour of the firm.
2. Planning requires flexibility, energy and specificity. It should be simple, realistic, a guide for action in reaching the goal, and must allow for adjustment as expected and unexpected events occur.
3. Planning is essential; a manager must be able to overcome barriers that impede planning.
4. Planning must be done by hierarchical order and must be congruent in its flow.

## **PRINCIPLES OF PLANNING**

1. Contribution to objectives: Every major and derivative plan should contribute positively towards the accomplishment of the enterprise's objectives.
2. Efficiency of plans: The efficiency of a plan is measured by the amount it contributes to desired objectives minus the costs and other undesirable consequences involved in the formulation and operation of the plans. This principle stresses the economical use of individual efforts to achieve group goals:
3. Primacy of planning: This principle emphasizes that a manager can hardly perform other managerial functions without a road map of plans to guide him.
4. Planning premises: A coordinated structure of plans can be developed only when managers throughout the organization understand and agree to utilize consistent planning premises. Perhaps the main deficiency of planning arises from poorly structured plans.
5. Policy framework: A consistent and effective framework of plans can be developed only if the basic policies that guide decisions are expressed clearly and are understood by the manager who prepares the plans.
6. Timing: When the plans are structured in a time frame to provide an appropriately limited, intermeshed network of derivative and supporting programmes, these plans can contribute effectively and efficiently towards the attainment of the enterprise objectives. Both premises and policies are useless without proper timing.

7. Alternatives: In choosing from alternatives, the planner should focus primarily on those factors that are critical to the attainment of the desired goal. This will help in selecting the most favourable alternative. 8. Commitment: Logical planning should cover a time period that can ensure that the commitment involved in a decision can be fulfilled. This is necessary to make reasonably sure that commitments are met.

9. Flexibility: This principle deals with the ability to change what is built into the plans and reduce the risk of loss due to unexpected events. However, the cost of flexibility should be weighed against the dangers of future commitments made.

10. Navigational change: The manager should periodically check on events and expectations and redraw plans to maintain a course towards the desired goal. Unless plans have in-built flexibility, navigational change is difficult or costly. But in-built flexibility should not be an excuse to refrain from periodic revision of plans, if circumstances so warrant.

11. Competitive strategies: While formulating plans, a manager should take into account the plans of rivals or competitors, and what they would do in a similar situation.

## **OBJECTIVES OF PLANNING**

Objectives are framed to ensure the success of an absence of objectives. Following are the objectives for management planning:

1. To bring about unity and uniformity in the working of an organization
2. To achieve coordination and power and efforts of the employees working in the the organization.
3. To direct human power towards collective interest.
4. To curtail the cost/expenses of an organization.
5. To bring about a certainty in the functions by formulating plans.

## **IMPORTANCE OF PLANNING**

1. Planning is an important function of management; therefore, an organization's success depends on good planning.
2. Planning eliminates or reduces the chances of uncertainty.
3. Planning avoids overlapping of activities.
4. Planning helps to set standards and targets.
5. Planning helps in coordinating activities.
6. Planning gives direction to an organization:
7. Planning eliminates duplication of efforts
8. Planning concentrates resources on important services.
9. Planning improves communication and inter-personal relationships.
10. Planning is looking ahead; determining goals, objectives, and considering various other activities.

11. Planning ensures the best utilization of resources and economy of performance.
12. Planning is a continuous process, affecting improvement in services and solving problems encountered or likely to be encountered.
13. Planning ensures order and control.
14. Planning leads to effectiveness and efficiency.
15. Planning provides flexibility and makes provision for further growth and development.
16. Planning helps in decision making. 17. Planning reduces the cost of performance.

## **COMPONENTS OF PLANNING**

- 1. Objectives:** Objectives comprise a basic plan, which determines the goals or end results of the projected action of an enterprise. By setting goals, objectives provide the foundation upon which the structure of a plan can be built.
- 2. Policies:** Policies are written statements or oral understanding. Sometimes, they are general terms for governing actions in repetitive situations. Realization of objectives is made easy with the help of policies, as policies provide practical solutions to problem.
- 3. Procedures:** Procedures indicate the specific manner in which a certain activity is to be performed. They are more definite and specific guides to action, but only for the fulfilment of objectives.
- 4. Programmes:** Programmes weld together different plans for implementing them in a complete and orderly course of action. Programmes are necessary for both repetitive (route planning) and non-repetitive (creative planning) course of action.
- 5. Budgets:** Budgets are plans continuing statements of expected results in numerical terms that is, rupees, man-hours, product units and so forth.

## **ESSENTIALS OF A GOOD PLAN**

According to Urwick, the essentials of good plan

1. Based on clearly defined objectives
2. Must be simple
3. Rational and appropriate
4. Comprehensive
5. Provide for a proper analysis and classification of actions.
6. Must be flexible
7. Must be balanced
8. Must use all available resources and opportunities to the utmost before creating new authorities and new resources.
9. Free from social and psychological biases of the planners as well as of subordinates.
10. Proper co-ordination among short and long term plans.

## **STEPS IN PLANNING**

- 1.State the organizational objectives
2. list the alternatives channels of reaching the objectives
- 3.develop premises on which each alternative is listed.
4. select the best alternative which fits into organizational objectives
- 5.prepare a sound plan out of selected alternative.  
This will be master plan which contains various functional plans
6. implement the designed plan.

## **PLANNING LEVELS IN MANAGEMENT**

Planning may be classified into directional planning, administrative planning and operational planning

### **Directional Planning**

It is often called policy planning and is concerned with the broad general direction of the programme, that is, setting the framework of intent and philosophy within which the programme will proceed, and relating the programme to the broad planning of the community in which the programme will function, e.g. the state level planning at the directorate or secretariat of states or union (centre).

### **Administrative Planning**

It is concerned with the overall implementation of the policies developed and mobilization and coordination of the personnel and material available in the administrative unit for the effectuation of the service. For example, the medical superintendents in major hospitals or district surgeons in district hospitals or medical superintendents in primary health centres are responsible for administrative planning.

### **Operational Planning**

It is concerned with the actual delivery of the service to the community. For example, nursing personnel of all levels plan to deliver proper service to the community either in hospital or community. Planning may be classified as long range and short range and also as strategic and operational. There are similar activities involved in long- and short-range planning and also in strategic and operational planning.

### **Strategic Planning**

Usually the strategic and long-range planning is undertaken by the top level, which involves following activities:

1. Providing detailed analysis of strengths, weaknesses, opportunities and threats (SWOT) of an organization's both internal and external environments.
2. Developing philosophy and formulation of objectives.
3. Allocating resources on the basis of priority.
4. Evaluating activities to increase efficiency.

5. Providing proper direction to avoid duplication of services.

### **Operational planning**

Usually this operational and short range planning is undertaken by middle or supervisory level personnel. This involves:

1. planning for a few months to a financial year.
2. planning on budgeting detail and provision of short-range goods; this should be achieved within the given period.
3. extensional aspect of long range plan can sometimes apply to our nursing situation. The need arises to budget time and related provisions for providing nursing care in accordance to the events and situation.

### **CLASSIFICATION OF PLANNING**

Planning is basically classified on the basis of

- (1) time,
  - (2) managerial levels,
  - (3) repetitiveness of the operations in the firm and
  - (4) scope.
1. Time: Long range, medium range and short range.
  2. Managerial levels: Strategic plans, administrative plans and operational plans.
  3. Repetitiveness of the operations: Standing plan and single-use plan.
  4. Scope: Company or master plan and functional or departmental plan for each department, eg. production, finance, marketing, human resources, etc.

From the three charts shown previously, it may be observed that an integrated approach is taken for planning to achieve main goals of the organization. As different types of planning activity are taken up at different levels, standing plans (repeated-use plans) and single-use plans are the two basic types we observe in any organization with different activities at different levels. Therefore, these two types of plans are discussed in the following paragraphs

### **PLANNING METHODS**

Depending on their nature and scope, plans can be broadly classified as follows (Fig. 2.6):

#### **Standing or Repeated-Use Plans**

1. Objectives
2. Policies
3. Procedures
4. Methods
5. Rules
6. Strategies

## **Single-use plans**

1. Programmes
2. Budgets