

Table of Contents

Preface	vii
PART I: STEPPING INTO MANAGEMENT	
1. The Supervisor's Job, Roles, Functions, and Authority	3
2. The Theories and History of Management	24
PART II: CONNECTIVE PROCESSES	
3. Decision Making	37
4. Coordinating Organizational Activities	49
5. Communicating	60
6. Legal Aspects of the Healthcare Setting	92
PART III: PLANNING	
7. Managerial Planning	115
8. Forecasting	132
9. Tactical Considerations in Planning	138
10. Planning Tools	154
11. Time Management Techniques	173
PART IV: ORGANIZING	
12. Fundamental Concepts of Organizing	187
13. Division of Work and Departmentalization	202
14. Delegation of Organizational Authority	216
15. Line and Staff Authority Relationships	229
16. Organizing on the Supervisory Level	241
17. Committees as an Organizational Tool	268
18. The Informal Organization	287
PART V: STAFFING: HUMAN RESOURCES MANAGEMENT	
19. The Staffing Process	301
20. The Selection Process	327
21. Performance Appraisals, Promotions, and Transfers	348
PART VI: INFLUENCING	
22. Giving Directives and Managing Change	383
23. Motivation	417
24. Leadership	449
25. Morale	459
26. Discipline	480
PART VII: CONTROLLING	
27. Fundamentals of Control	501
28. The Control Process	512
29. Budgetary and Other Control Techniques	529
PART VIII: LABOR RELATIONS	
30. The Labor Union and the Supervisor	545
31. Handling Grievances	556
32. Emerging Influences in Healthcare	564
Index	575
About the Author	581