



# Health Care Administration/ Overview 2

Administration transforms resources into functional outcomes

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# Lecture Outline:

- Core Administrative Functions
- POSDCORB Framework

الأقسام والأقسام

# Core Administrative Functions (POSDCORB)

- All functions operate as an integrated and interrelated system.

تعمل كل الوظائف كنظام متكامل ومتكامل

- Planning
- Organization
- Staffing
- Directing
- Coordinating
- Reporting
- Budgeting

+

- Supervising الإشراف
- Evaluation التقييم





# POSDCORB

# Planning



## Planning determines:

آصم الاداري

- ✓ Planning is a **projected** or **predetermined** systematic process of setting goals and determining the actions required to achieve them
- Planning determines:
  - **What?** – Goals & objectives
  - **When?** – Timeline
  - **Where?** – Location
  - **How?** – Methods
  - **Why?** – Purpose *Justification*
  - **By whom?** – Responsibility

ماذا  
متى  
واين  
كيف  
لماذا  
بمن





## Importance of Planning

- ✓ Planning is the most important element of the administrative process. It sets the foundation for all other functions.
- ✓ Sufficient time should be given to the process of planning.
- ✓ The higher the level of management, the greater the involvement and time spent on planning.
- ✓ Always have **more than one plan** for flexibility
- ✓ Planning should be done at several levels and each level has its own challenges and particular methods.

## Planning by Management Levels



**Top Management**  
**Strategic Planning**  
(Long-term goals)

الخطط الاستراتيجية



**Middle Management**  
**Tactical Planning**  
(Medium-term actions)

الخطط التكتيكية  
تصرفات الإدارة المتوسطة



**Lower Management**  
**Operational Planning**  
(Day-to-day activities)

الخطط التشغيلية



# Criteria of an Effective Plan

- ✓ **Needs-based** (Immediate & future needs) سواء على الحاضر
- ✓ **Philosophy-driven** (Aligned with organizational values)
- ✓ **Evidence-based** (Data-supported decisions)
- ✓ **Feasible & Flexible** (Realistic within available resources) معتدل / صوني
- ✓ **Clear & Simple** (Easy to understand for health professionals and the public) واضح / بسيطة
- ✓ **Measurable & Evaluated** قابلية القياس والتقييم





# Planning: Stages & Key Characteristics



## Key Characteristics



**Dynamic**  
(non-static) process



**Continuous**  
circular process



**Future-oriented**  
Decision Making



**Flexible**





# POSDCORB Organizing

التنظيم

- Definitions:

**Organizing** is the structuring of human and non-human (material) resources to achieve organizational objectives efficiently.

Department

implementation

تقسيم  
تنفيذ





# Principles of organizing:

- Departmentation – Grouping tasks and roles into **departments** (e.g., HR, Finance, Nursing)
- **Resource Allocation** – **human resources** (staff) and **non-human resources** (equipment, supplies)
- **Specialization and Division of labor** – Assigning specific tasks to individuals or teams based on their **skills and expertise** to increase efficiency.

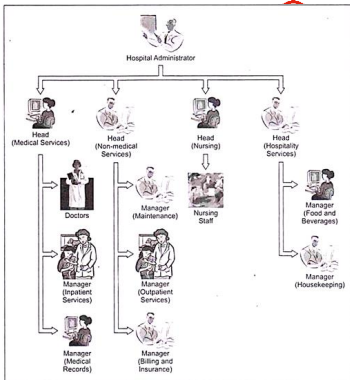


Figure 3.5 Functional Departmentation in a Hospital



**Authority & Responsibility** – Clearly defining **who has the authority** to make decisions and **who is responsible** for tasks. Delegation is key here.

*with Authority comes Responsibility*

*Authority can be delegated but Responsibility can't*

*كشيتي اذا حاصب برهان مع خزين / ما كان موجود فهو بقدر لفضول المنصب (الناشي) ولكن لو حل اتمى يكونه هذا المظول وليس النايب!*





## Principles of organizing:

### Centralization vs. Decentralization:

- المركزية • **Centralization:** Decision-making is concentrated at the **top levels** of management. لازم تبيع لوزير الصحة
- اللامركزية • **Decentralization:** Decision-making is spread across **multiple levels** of the organization. بتقدر تاخذ قرار بدون عاينرج  
توحيد القيادة

### Unity of Command:

Each employee should report to only one supervisor to avoid confusion and conflicting instructions.

### Line and Staff:

- دور الخط • **Line Roles:** Directly involved in achieving the organization's main goals (e.g., doctors, nurses).
- دور الكوادر • **Staff Roles:** Support line roles by providing expertise and advice (e.g., HR, IT).

#### CENTRALIZED VS DECENTRALIZED

##### centralized



##### decentralized





# POSDCORB Staffing

التنظيم المناسب بالوقت والكان المناسبين

Staffing is ensuring the right person is placed in the right position at the right time.

عملية التوظيف  
• Staffing steps: IRSO  
Identify → Recruitment → selection → Orientation

1. **Identify Needs:**  
Determine the **type and number of staff** required for each role.

2. **Recruitment:**

1. Write a **job description** (roles and responsibilities).
2. Create a **person specification** (skills and qualifications needed).
3. **Advertise** the position to attract candidates. المرشحين الاعلان

3. **Selection:** 100 → 25 → 5  
1. **Shortlist** applicants based on qualifications. قائمة المرشحين بناءً على المؤهلات

2. Conduct **interviews** and **check references**. امتحانات المقابلة
3. Make the final hiring decision. اتخاذ القرار النهائي

4. **Orientation:**  
Introduce new hires to the organization, its culture, and their roles.

## Job Design Components

- Job Analysis – Study of tasks دراسة المهام
- Job Description – Duties & responsibilities مسؤوليات
- Job Specification – Required qualifications





# POSDCORB Staffing: Other methods of filling

الشواهن

## vacancies:

- **1 Reallocation of Duties**: Redistribute tasks among existing staff without new hiring.   
 *اعادة توزيع المسؤوليات*   
 *معنى الوقت معجل pressure على الذي رح يشعكوا*   
 *ما نقلته!*
- **2 Transfer of Posts**: Move employees between departments to fill vacancies.   
 *نفسيا*   
 *مواقع*
- **3 Redeployment**: Reassign employees to new roles within the organization.   
 *اعادة توزيع*   
 *اصطلاح مهمه معتلة*
- **4 Outsourcing**: Hire external agencies for specific tasks (temporary or permanent).   
 *بتعاقد مع جهة خارجية تصب موهبتين*   
 *بالذات بمواقع النظامه الاجل*
- **5 Successor Appointment**: Promote a prepared internal candidate for planned transitions.   
 *تعيين الخلف*

**Successor Appointment** (تعيين الخلف) يعني ببساطة اختيار شخص من داخل الشركة ليحل مكان شخص آخر (غالباً مدير أو مسؤول مهم) عندما يترك منصبه.

**Promote a prepared internal candidate for planned transition** معناها ترقية موظف داخل الشركة مُجهز مسبقاً (متدرب وجاهز) لياخذ المنصب بشكل منظم ومخطط له مسبقاً، وليس بشكل مفاجئ.

ببساطة أكثر: الشركة تختار موظف من داخلها، تدرّبه وتجهّزه، ثم ترفّعه ليحل محل شخص آخر عندما يترك منصبه بطريقة سلس

احلال وظيفي  
فعل يعبر متا بالنظامي الطبي



**3. What is a key difference between Transfer of Posts and Redeployment?**

- A. Transfer involves external hiring, redeployment does not**
- B. Transfer changes departments, redeployment changes roles**
- C. Redeployment always includes promotion**
- D. Transfer is only temporary**

**Answer: B**

1. A hospital moves a nurse from the pediatrics department to the emergency department due to a staff shortage, but the nurse continues performing the same duties. What is this an example of?

- A. Promotion
- B. Redeployment
- C. Transfer of Posts
- D. Downsizing

Answer: C

Explanation: The employee is moved between departments while performing a similar role → Transfer of Posts.

2. An IT company assigns a software tester to work as a business analyst after restructuring, requiring new responsibilities and skills. What does this represent?

- A. Transfer of Posts
- B. Redeployment
- C. Demotion
- D. Outsourcing

Answer: B

Explanation: The employee is given a new role within the organization → Redeployment.

3. During organizational restructuring, an employee is shifted to a different department and also given a completely new set of responsibilities. Which option best describes this situation?

- A. Only Transfer of Posts
- B. Only Redeployment
- C. Both Transfer of Posts and Redeployment
- D. Neither

Answer: C

Explanation: The employee changes both department (transfer) and role (redeployment), so it involves both concepts.



# POSDCORB Staffing



## • Ethical Issues in Staffing

### Avoid:

• **Discrimination:** treating individuals unfairly based on characteristics such as race, gender, age, religion, or disability

• **Nepotism:** favoring relatives or friends in hiring, promotion, or other professional advancements, often at the expense of more qualified candidates.

### Ensure:

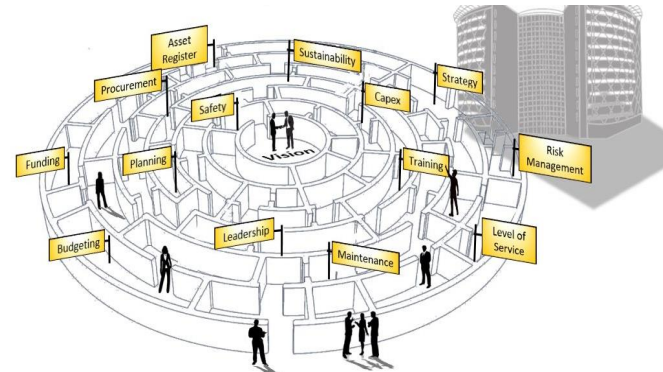
- Fair recruitment
- Equal opportunity
- Workforce diversity (involve underrepresented groups)





# POSDCORB Directing <sup>المصنح</sup>



- Directing is: the process of guiding, supervising, and motivating employees toward organizational goals
- **Administrative Process Sequence**  
**(Planning → Organizing → Staffing) → Directing**
- First three: (preparatory steps)
- Directing activates action








# POSDCORB Directing

• Direction has following elements:

- Motivation 
- Communication
- Leadership 

1. **Motivation:** Inspiring, stimulating, or encouraging employees to perform their best

## Types of Motivation

- **Positive Incentives:** Rewards, recognition, and praise. 
- **Negative Incentives:** Constructive feedback or consequences for underperformance.
- **Monetary Incentives:** Bonuses, salary increases, or financial rewards. 
- **Non-Monetary Incentives:** Flexible work hours, professional development opportunities, or a positive work environment. 

2. **Communications-** the exchange of information between individuals or groups to ensure coordination and understanding.



# Katz 3-skill approach

- [Robert L. Katz](#) in 1974, has set the relationship of [managerial skills](#) and management *levels*.

Three areas of **managerial skills** are required:

تفصيل

- [Technical skills](#) - Task expertise. Example: Technology, Applying infection control protocols, scheduling,...

عمق  
مجال  
العمل

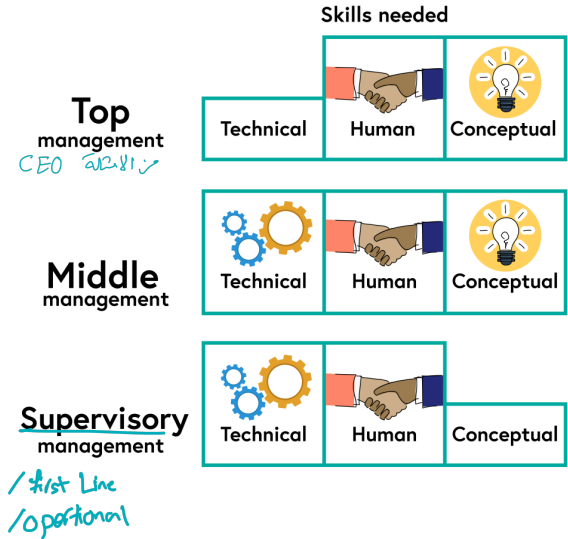
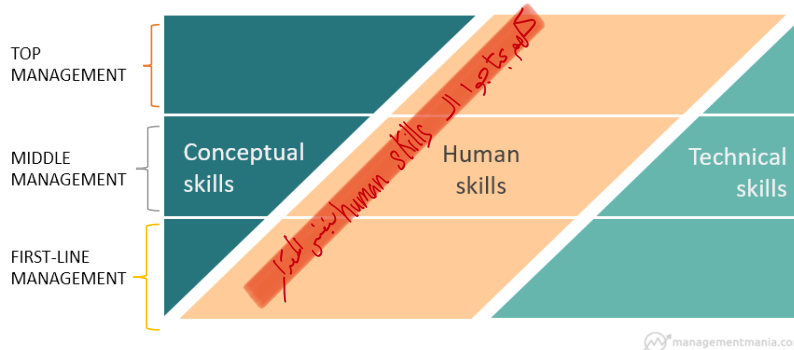
- [Human skills](#) - ability to work with people. Example: trust, team building, conflict solving, leadership...

- [Conceptual skills](#) - Strategic thinking. Example: setting vision, plans and goals, policies,...



# Katz 3-skill approach

## Management Skills by Robert L. Katz





# POSDCORB COordination



- Coordination integrates activities across departments to prevent duplication, overlap and conflict.  
*مع الازدواجية* *التداخل* *الصراخ*
- Essential in departmentalized systems such as healthcare.
- Increases with organizational size

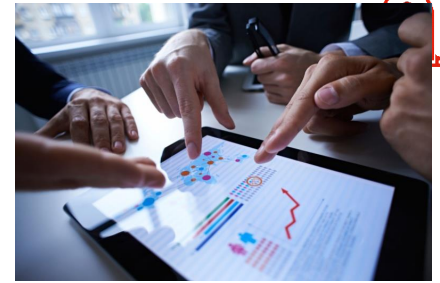


# POSDCORB Reporting






## • Reporting (Controlling Function)

Reporting provides performance information to keep monitoring and corrective action.

- Measures progress
- Supports planning
- Improves responsibility
- Helps decision-making



### Characteristics of Effective Reports

- Accurate 
- Complete 
- Timely 
- Organized 
- Confidential 

Reporting is done according to the flow of positions in the organizational chart. It could be from bottom to top, from top to bottom, and even lateral.



★ VERY ★  
IMPORTANT

# POSDCORB Budgeting

القلب الناضج للعالم الإداري

- Budgeting is the allocation of financial resources for a defined period to achieve organizational objectives.
- It is expressed in financial terms **(Quantitative)** and based on expected income and expenditure. *المقتات*
- A budget: is defined as “a balanced estimate of expenditures and receipts for a given period of time”. *دخل (income)*
- **Budget is the heart of administrative management.**

The main activities are:

- Budgeting *موازنة*
- Accounting *حسابية*
- Auditing *تفتيش*
- Purchasing *تراو خدمات*





## Example: simplified sample budget template for a healthcare facility

Category	Budgeted Amount	Actual Amount	التفاوت Variance	Notes
<b>Revenue</b> <i>العائد الذي يربحها Income</i>				
- Patient Services	\$5,000,000	\$5,200,000	+\$200,000	Higher patient volume
- Insurance Reimbursements <i>معلومات التأمين</i>	\$3,000,000	\$2,900,000	-\$100,000	Lower reimbursement rates
<b>Total Revenue</b>	<b>\$8,000,000</b>	<b>\$8,100,000</b>	<b>+\$100,000</b>	
<b>Expenses</b> <i>المصاريف التمويل والأصول</i>				
- Salaries and Wages	\$4,000,000	\$4,050,000	-\$50,000	Overtime costs
- Medical Supplies	\$1,000,000	\$950,000	+\$50,000	Bulk purchasing savings
- Utilities <i>مياه</i>	\$200,000	\$210,000	-\$10,000	Higher energy costs
- Maintenance <i>صيانة</i>	\$150,000	\$140,000	+\$10,000	Reduced repair costs
<b>Total Expenses</b>	<b>\$5,350,000</b>	<b>\$5,350,000</b>	<b>\$0</b>	
<b>Net Income</b>	<b>\$2,650,000</b>	<b>\$2,750,000</b>	<b>+\$100,000</b>	

تقصير  
Cost  
(-)

(+)  
زيادة  
Revenue

اجمالي

معرفة تقرأ الجدول



- **Accounting** المحاسبة – Systematic recording of financial transactions



- **Auditing** – المراقبة والتفتيش Independent evaluation of financial performance



- **Purchasing** – The act of obtaining or buying goods and services

المشتريات

مشتريات

**PURCHASING**  
Department





**THANK YOU**  
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