



LABORATORY MANAGEMENT

1ST SEMESTER A.Y. 2026-2027



Do to others
as you would
have them do
to you

Luke 6:31

Funimada GIFs



FUNCTIONS OF MANAGEMENT

Prepared by:

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FUNCTIONS OF MANAGEMENT



PLANNING - Prevents mistakes and uncovers opportunities; Focuses goals, methods, and timing; Essential for direction and success



ORGANIZING - Holistic & synergistic; Defined tasks & hierarchy; Open, adaptable & self regulating system



DIRECTING - Motivates and guides people and helps team and organization achieve goals



CONTROLLING - Monitoring performance, quality assurance, and taking corrective actions. Ex: Implementing internal audits and resolving non conformities.

A. PLANNING

Hierarchy of Plans

- 1.Mission
- 2.Objectives
- 3.Strategies
- 4.Policies
- 5.Procedures/Method
6. Rules/Law
- 7.Programs
- 8.Budgets
- 9.Target



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Steps of good planning

4 Basic Characteristics of a Good Objective

1. Clearly Defined and Understood
2. Obtainable and Realistic
3. Strict time period in which it should be accomplished
4. Measurable

Indeed, it must be:

S – Specific
M – Measurable
A – Attainable
R – Realistic
T – Time Bound



Steps of good planning



Steps of good planning



B. ORGANIZING

CONCEPTS OF ORGANIZATION

1. Herd: One leader makes all rules

2. Man-to-Man: Direct supervision

3. Social: Team decision-making



Group Knows
Employer of Choice

CHARACTERISTICS OF ORGANIZATIONAL SYSTEM

#	Characteristic	What It Means	Example
1	Holistic & Synergistic	All parts work together and affect each other. The system has clear boundaries.	In a lab, medtechs, machines, and processes work together to produce results.
2	Purpose & Main Task	The system has a main job even if it does other tasks.	A lab's main task is to give test results, even if it also teaches students.
3	Hierarchy	Big systems are made of smaller parts with different ranks or levels.	A hospital has departments, and within those are labs and lab sections.
4	Open System	The system gives and receives inputs from outside.	A lab gets blood samples from patients and gives results back to doctors.
5	Stability & Balance	It adjusts to stay in balance with changes around it.	The lab updates its SOPs during a disease outbreak to stay effective.
6	Self-Regulating	It uses feedback to improve or correct itself.	The lab uses surveys or audits to check and improve its performance.

Structure of organization

1. Formal Organizational Structure

Assigned by organization or administration

Example: Hospital Laboratory Department

Position	Role
Laboratory Head	Oversees all operations
Senior Medical Technologist	Supervises specific sections
Medical Technologist	Performs lab tests and analysis
Lab Aide	Assists with cleaning and prep
Intern	Assists under supervision

2. Informal Organizational Structure

Gained informally through competence or leadership qualities

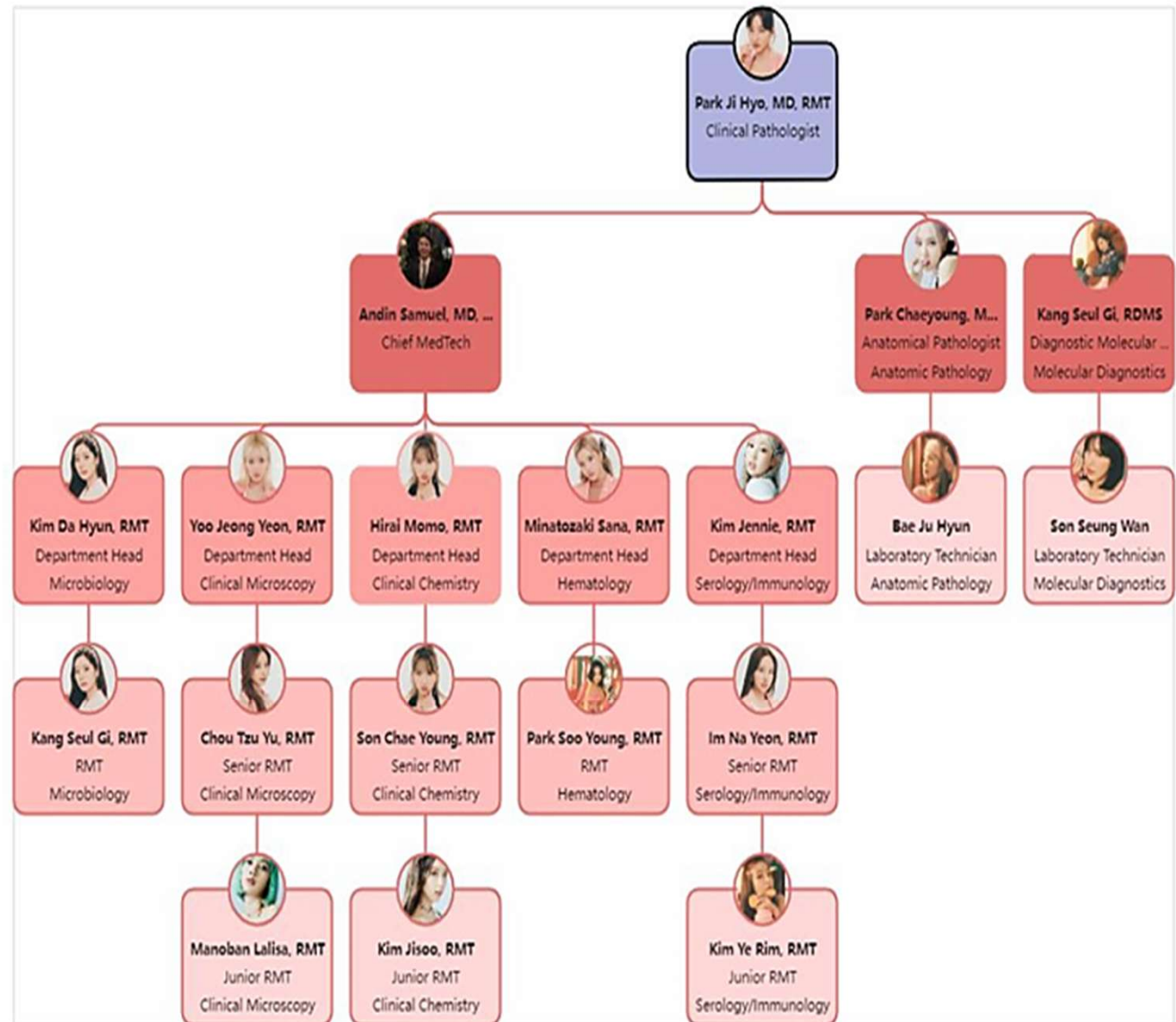
- a) A new intern goes to a friendly senior MedTech for advice (even if not their supervisor).
- b) Two lab aides from different shifts help each other because they're friends.
- c) Gossip or side conversations about lab updates spread through casual talk before formal memos are released.

GROUP TRAITS	FORMAL	INFORMAL
Leaders	Appointed	Charisma
Followers	Recruitment incentives	Personal attraction
Purpose	Profit or social goals	Peer Motives
Shared opinion of how things should be done	Organizationally driven	Social norms and more
Performance and commitment expectations	Job and task standards	Issue-focused
Sanctions	Organizational rewards and punishment policies	Peer Pressure

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Organizational Chart



Organizational Factors That Influence Leadership Success



Leadership - the process of influencing others to achieve designated organizational goals.

C.Directing/Leading

influencing people's behavior through *motivation, communication, group dynamics, leadership, and discipline*. The purpose of directing is to channel the behavior of all personnel to accomplish the organization's mission and objectives while simultaneously helping them to accomplish their own career objectives.



❖ Organizational Factors That Influence Leadership Success:

A. Corporate Culture – the way things are done in an organization: the habits, traditions, customs, processes, and social mores of the institution.

B. Management Style – the general behavior and philosophy of a manager or an organization toward the employees.

1. Exploitative and authoritative - managers view workers only as tools

2. Benevolent and authoritative - in this paternalistic approach

3. Consultative - the manager feels the opinion and advice of the staff are useful

4. Participative - input and decision making and performance are placed directly on the staff, or as close to the production process as possible,

❖ Leadership Behavior:

1. Employee-oriented versus production oriented leadership styles

- **Employee-oriented supervisors** - spend more time in actual supervision rather than in production work
- **Production-oriented supervisors** - tend to emphasize high productivity at the expense of all other factors.

❖ Leadership Behavior:

2. Structure versus consideration leadership styles

- **Structure** – supervisors actively direct staff toward getting the work done; paying attention to assigning particular tasks, specifying and clarifying what is expected of subordinates and the uniformity of the procedures to be followed, and personally deciding what and how work will be done
- **Consideration** – managers' make efforts to explain their action, treat workers as equals, listen to subordinates' concerns, look out for their personal welfare, give advance notice of changes, and be generally friendly and approachable.

High Structure and High Consideration – leaders who scored high in both dimensions usually demonstrate the best overall performance.



High Consideration and Low Structure



High Structure and Low Consideration

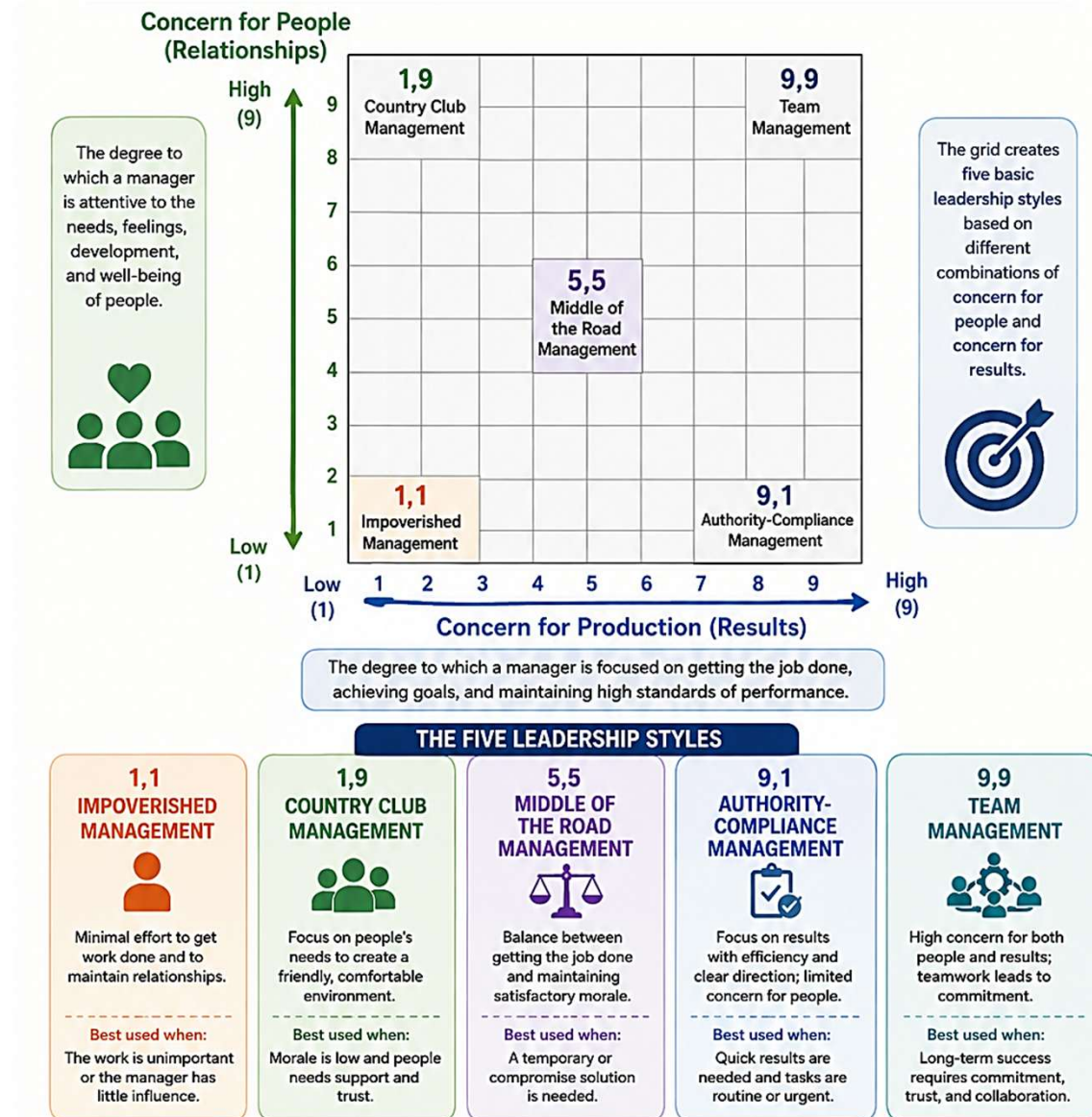


Low Structure and Low Consideration

❖ Leadership Behaviour:

3. The Managerial Grid

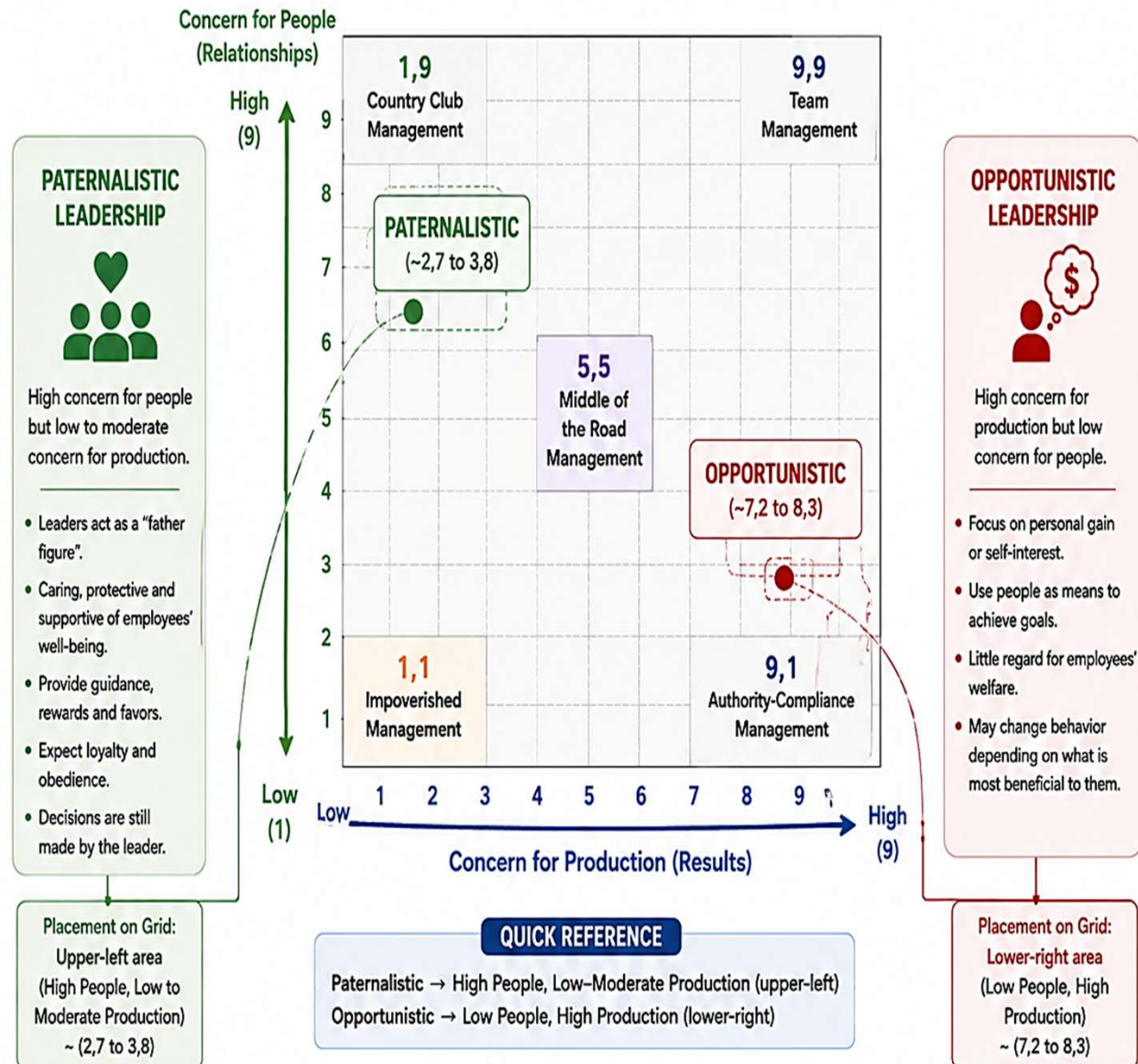
a graphic depiction of leadership styles in relation to concerns for people and production:



❖ Leadership Behaviour:

3. The Managerial Grid

a graphic depiction of leadership styles in relation to concerns for people and production:



❖ Leadership Behaviour:

4. Theory X and theory Y Pygmalion effect

- a theory that holds that people (students, employees) tend to act in the way they are expected to act by their leaders (parents, teachers, supervisors, and so on).

Theory X Manager beliefs

- Employees **dislike work**, avoid responsibility.
- Emphasis on continuous **monitoring and supervision**
- **Rewards or Punishments** are used for motivating employees. Management believes employees work is based on their own self-interest.
- **"We vs They"** relation between management and employees.

Theory Y Manager beliefs

- Employees are self motivated, **enjoys their work**, and ready to take more responsibility.
- Believes that employees can work **without supervision**.
- Giving **more responsibility**, and empowering to take decisions are used for motivating employees.
- **Collaborative** and **cordial** relations between management and employees.

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❖ Situational Leadership Models:

Contingency model – proposes that the success of a manager as a leader is contingent on two factors: the leadership style of the manager and the favorableness of the leadership situation.

Continuum of leadership – a model based on the relationship between managers and their staffs and the level of participation allowed in the decision-making process. The model ranges from completely autocratic to democratic.

Normative theory – Vroom and Yetton suggest a leadership model that also depicts the extent of participation allowed in the decision-making process. This approach is similar to the continuum theory.

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Use of authority by manager

Area of freedom for team



1. **Boss-centered relationship** falls in the 1-3 range:
2. **Equilibrium – shared boss-subordinate leadership** :Manager makes the decisions but seeks support and approval from the subordinates.
3. **Subordinate-centered leadership** falls in the 5-7 range:

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5 possible behavior styles identified by Vroom and Yetton:

- **A-I:** Manager makes decision based on the *current information available*
- **A-II:** Manager seeks necessary information from subordinates before making a decision
- **C-I:** Manager **shares the problem with selected individuals** before making a decision
- **C-II:** Manager **shares the problem with all the members** of the group but makes the final decision.
- **G:** Manager shares the problem with the group and a decision is reached by consensus.

D. Controlling

- the process of determining that everything is going according to plan. There is no substitute for engaged leadership. A manager simply cannot afford to be distracted or disengaged.

- ensures all activities follow the plan by actively monitoring operations and addressing small problems before they escalate. Engaged leadership is essential to maintain efficiency and accuracy in the laboratory

❖ Types of Control:

Pre-Action Control (Feedforward)

focused on operations before they begin. This serves as the preventive measure of the organization on its anticipated problems. An example of pre-action control is scheduled maintenance on equipment. Regular maintenance prevents problems.



Concurrent Control

enacted while work is being performed which includes any type of guiding mechanism such as direct supervision, automated systems (such as computers programmed to inform the user when they have issued the wrong command), and organizational quality programs.



Post-Action Control (Feedback)

focused on the results of operations. It guides future planning, inputs, and process designs. Examples of feedback controls include timely (weekly, monthly, quarterly, annual) reports so that almost instantaneous adjustments can be made

Setting Performance Standards

- ✓ **Defining Standards** – Derived from job descriptions, job analysis, or agreed goals.
- ✓ **Communicating Standards** – Ensuring employees understand expectations via orientation, meetings, or written documents.
- ✓ **Frequency of Appraisal** – Typically annual, but may be more frequent depending on the role.
- ✓ **Clear Appraisal Communication** – Feedback should be clear and fulfill the purpose of evaluation.

Measuring Performance

Performance appraisals provide written feedback on progress toward goals, assess competence against job requirements, and identify training or career development needs. They should be a **two-way discussion** where both manager and employee share feedback.

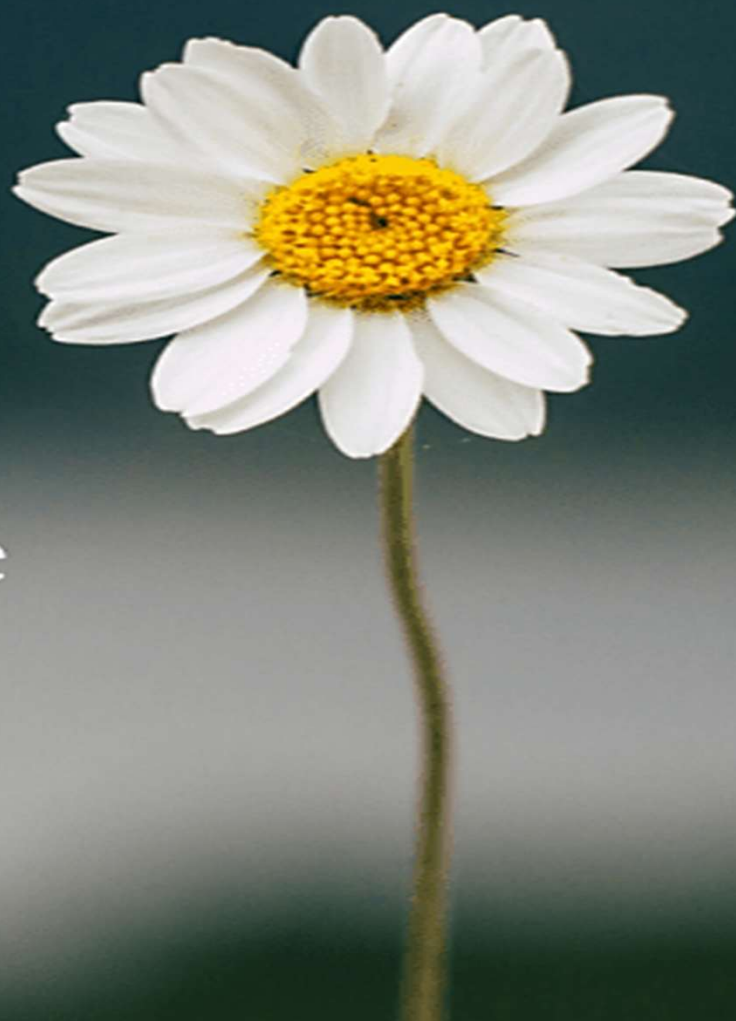
- **Identifies Talent & Issues** – Prevents productive employees from being overlooked and exposes nonproductive ones who hinder workflow.
- **Improves Performance** – Corrects deficiencies and enhances work output.
- **Supports Decision-Making** – Provides reliable data for promotions, salary adjustments, bonuses, and other rewards.
- **Tracks Progress** – Establishes a performance baseline, motivating employees to aim for higher goals.
- **Encourages Communication** – Promotes open dialogue between managers and staff.
- **Monitors Growth** – Gives managers a clear view of employee development.
- **Problem-Solving Platform** – Allows employees to address and resolve issues.
- **Manager Self-Reflection** – Encourages managers to assess how they contribute to improving employee performance.



Effective laboratory management is more than achieving operational efficiency but also, it is an expression of faithful stewardship, servant leadership, integrity, and excellence. By managing people, resources, and processes with wisdom and compassion, medical laboratory professionals honor God while ensuring safe, ethical, and high-quality patient care.

Colossians 3:23 KJV

**And whatsoever
ye do, do it
heartily, as to the
Lord, and not
unto men;**



Requirements:

For Performance Task:

1. Make a plan (apply the hierarchy of plans; prioritize anything connected to medtech)
 - Minimum of 3 each (except mission)
2. Make an organizational chart (laboratory based; admin to employee)

For Exam part 2:

1. Make a 5 minute role play showing the different leadership behaviour (based on the managerial grid; choose one only)

DEADLINE: **Aug. 17-21, 2026** (20 if holiday sa 21) | Printed and artistic