Organizational goals for both the organizations of Dr. Shekawat and Dr. Rajput would more or less be same considering the health care industry. Broadly, the main goals of each of these organizations (applies to both) can be around quality of care given to patients, patient service improvement, growth of hospital financially(both top line and bottom line) and geographically, producing world class urologists staff training and retention, patient satisfaction etc. The vision and mission statements form the official goals and the above mentioned will be operational goals, which could be measured quantitatively and qualitatively. Dr. Shekawat is a visionary in his field and always aims for perfection at work and expects the same level of commitment from his fellow colleagues and staff. He goes to any extent to reach his goals even at the expense of workers dissatisfaction. The human touch is missing and more emphasis is on work and stringent disciplinary measures. He is central to the organization and everything happens around him and nothing happens without his knowledge. Though, he is very innovative in producing state of the art and world class practices in the field of urology, the organizational effectiveness lags behind due to the non-committal support from the staff. The employees are not aligned with the organizational goals and they tend to become disengaged and unproductive over a period of time. This will eventually lead to the higher attrition in the organization. The goals can be achieved by changing the structure of the organization. I recommend functional structure for Dr. Shekawat’s organization. He will be CEO and reported by heads of other functions like administration head COO, HOD of urology, other HOD’s of specializations, dean of the academic cell, VP of therapeutic services, head of HR and finance CFO. The doctors will not directly report to Dr. Shekawat but they report to HOD of urology. The direct intervention will be reduced this way and the operations will be decentralized. The doctors will be trained by top class doctors in the field of urology and will be retained after training without leaving the organization immediately after training. The performance appraisals and feedback meetings should happen more frequently and there should be a transparent recognition program which rewards meritocracy. The more the employees understands organizational goals, they tend to be more engaged and loyal. With this structure, the time of Dr. Shekawat will be used more productively in designing academic programs and make innovative practices in the field of urology. I believe by inculcating these changes, Dr. Shekawat’s organization can become more effective organizationally as it would achieve its goals. This would also make the culture in the organization towards clan, adhocracy along with market and hierarchy.

Dr. Rajput’s organization will be home of nephrology and the goals will be superior patient care, best in the field of nephrology, best training center for doctors, reduce staff attrition and achieve financial targets. The attrition is quite low due to the attitude of Dr. Rajput towards his colleagues. He fosters innovation, allows work life balance, delegates to subordinates and an excellent teacher. His organization should have solid management in areas like HR, finance, administration, and operations. I recommend functional structure for Dr. Rajput’s organization. Dr. Rajput will be HOD of nephrology department along with being CEO of the organization. There will be functions for different specializations, diagnostic services, support services, administration, and academic cell. Each of the function will be headed by a head who will report to Dr. Rajput. Once the organization goals are set, they must be then aligned to each function or department and ultimately to each employee of the organization.

In conclusion, the two organizations would achieve their goals and through it be more organizationally effective. The structure and reporting relationships play a major role in reaching its goals.