

UNIT NO.1

INTRODUCTION TO MANAGEMENT IN NURSING



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INTRODUCTION:

- Management is commonly termed as **functioning** with and through the personnel, individually or group, to manage the resources to the maximum to achieve the objectives.
- The management techniques are significantly relevant to those who control the behaviour of those under them to accomplish the goals.

- The management process comprises 4 main components: **framing strategies** of planning management , **systemizing** the work process, reinforcing or **motivating** the workers and **supervising** to achieve the goals of the management.
- To accomplish the goals of management therefore certain important **technical, personal** and **conceptual skills** are required.

MEANING OF MANAGEMENT:

- It is the **act** or **art** of managing: the conducting or supervising of something such as business.
- It is the act of getting things done through others and having them do it willingly.

CONCEPT OF MANAGEMENT:

- Management is the process of achieving its objectives by **utilizing** and **controlling** the group of appointed candidates in order to complete the management task.
- Providing good work environment ensures that the workers perform well and ultimately the group performance removes the hurdles and provides ways for maximizing the skill in attaining the objectives of the management.



- According to E.F.L. Brech , management is defined as the process to ensure that as the work gets completed, it mainly focuses on **work orientation, planning and implementing** the planned strategies to achieve the management goals.

- According to S. George , management is defined as an important activity of **utilizing the work** from all personnel who complete the task by **controlling** and **supervising** so as to accomplish the institutional goals.

DEFINITION OF NURSING MANAGEMENT:



- Nursing management is an **intellectual process** in which the nurse manager **plans** , **supervises** and **coordinates** the work of staffs, **reports** to higher authorities and responds to the emergent situations in order to achieve **high productivity** and **quality patient care**.

- Nursing management is a process of working through **nursing personnel** to promote and **maintain health** and **prevent illness and suffering**.



DEFINITION OF ADMINISTRATION

- “Administration is the organization and direction of human and material resources to achieve desire ends”
 - - Pfiffner and presthus
- Administration has to do with getting things done: with the accomplishment of defined objective
 - -Luther gullick

PHILOSOPHIES OF ADMINISTRATION

- Cost effectiveness
- Execution and control of work plans
- Delegation of responsibility
- Human relation and good moral
- Effective communication
- Flexibility in certain situation

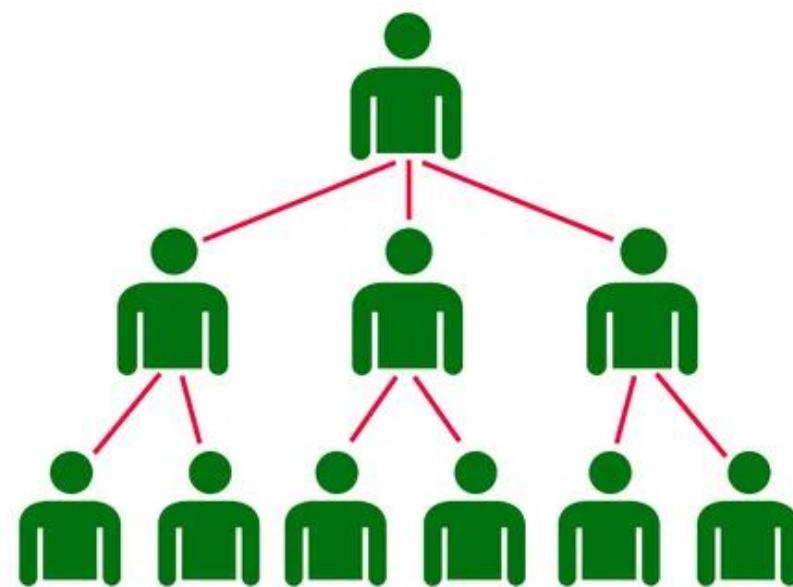
Elements of mgt

- ❑ Planning
- ❑ Organizing
- ❑ Staffing
- ❑ Directing
- ❑ Co-ordinating
- ❑ Reporting
- ❑ Budgeting

PRINCIPLES OF MANAGEMENT:

Henry Fayol's 14 Principles of Management

1. UNITY OF COMMAND:



- Uniform instruction should be given to the employees by the superior so that the workers listen to the superior only to do the job, avoiding confusion and conflict among the workers.

2. MAINTAIN STRICT DISCIPLINE:

- Every management should operate in a strict manner. The manager should be well disciplined and demonstrate good leadership, judiciously handling the workers and rewarding them for the work well done.



3. DISCIPLINE:

- Rules and agreements that govern the organization should be respected by the members in the organization.
- Good leadership results in discipline at all levels of the organization.
- There should be fair agreements (such as judiciously enforced penalties for infractions and provisions for rewarding superior performance).



4. AUTHORITY

- Managers' formal authority gives them the right to command; hence they must give orders to get things done. If they do not have personal authority over others, they should not compel obedience.



5. DIVISION OF LABOUR:

- People can more efficiently perform their work if they specialize more.

This principle is best used by the modern assembly line.



6. CENTRALIZATION:



- It is a process of delegating the work and responsibilities to the subordinate workers. Managers must be clear with their responsibilities before delegating the work.
- In the process of decision making, increasing the role of subordinates is known as decentralization and decreasing their role is known as centralization.
- Managers should own final responsibility and need to authorize their subordinates sufficiently to do their jobs in good order. The point is to determine the best magnitude of centralization needed in each case.

7. REMUNERATION:

- There should be fair compensation for work done to both employees and employers.



8. UNITY OF DIRECTION:

- Operations having the same objective within an organization should be directed by only one manager and one plan.
- For example, the personnel department in a company should not have two directors, each with a different hiring policy.



9. SUBORDINATION OF INDIVIDUAL INTEREST TO THE COMMON GOOD:

- Employees interests should not be prioritized over the interests of an organization as a whole.

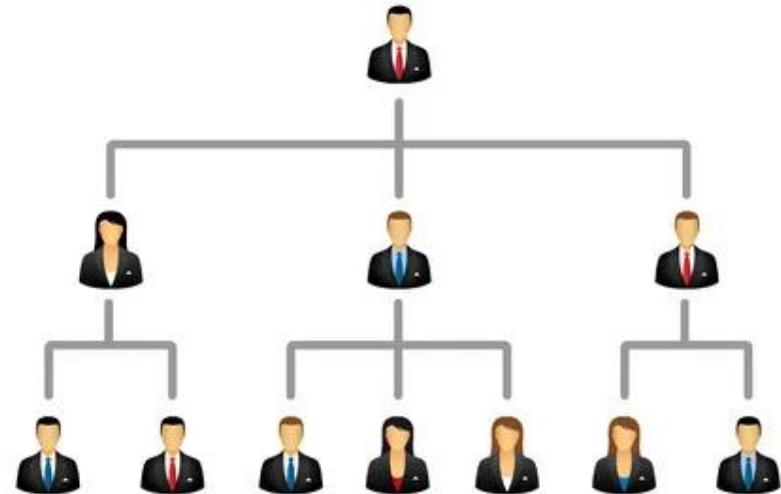


10. STABILITY OF STAFF:

- For the efficient functioning of an organization, a high employee turnover is not beneficial.



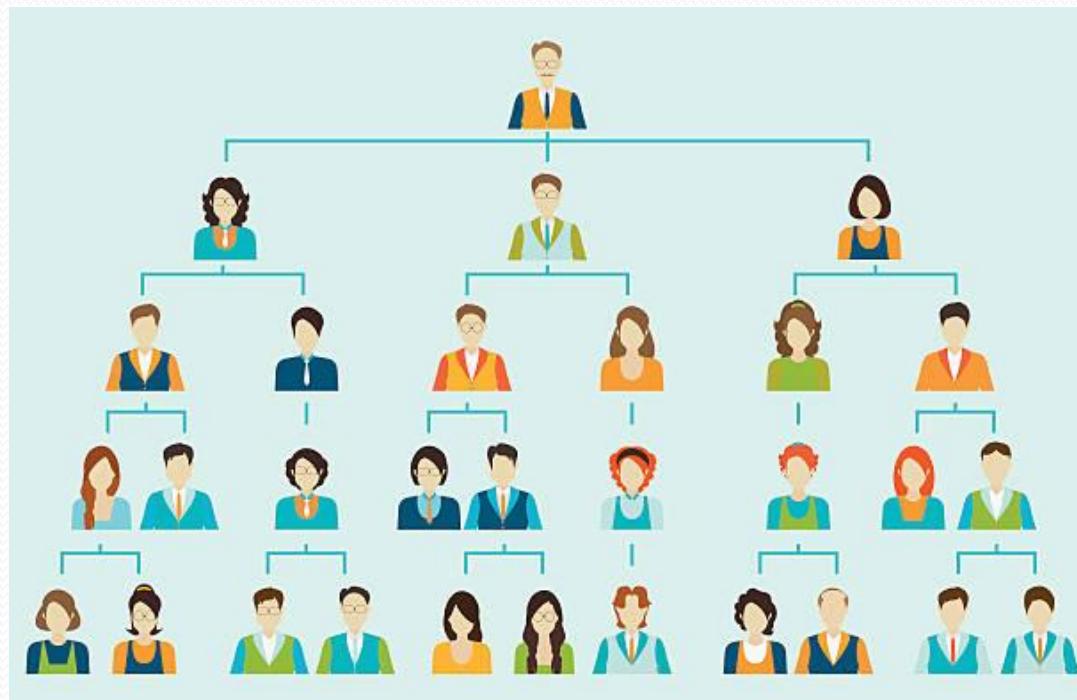
11. HIERARCHY:



- Neat boxes and lines of an organization chart symbolize the line of authority in an organization.
- The hierarchy runs in order of rank, from the top management to the lowest level of the enterprise.

12.ORDER:

- Befitting people should be placed in the jobs or positions most suited to them.
- Moreover, materials and people should be in the right place at the right time.



13. EQUITY:

- There should be friendly and fair approach by managers to their subordinates.



14.ESPIRIT DE CORPS:



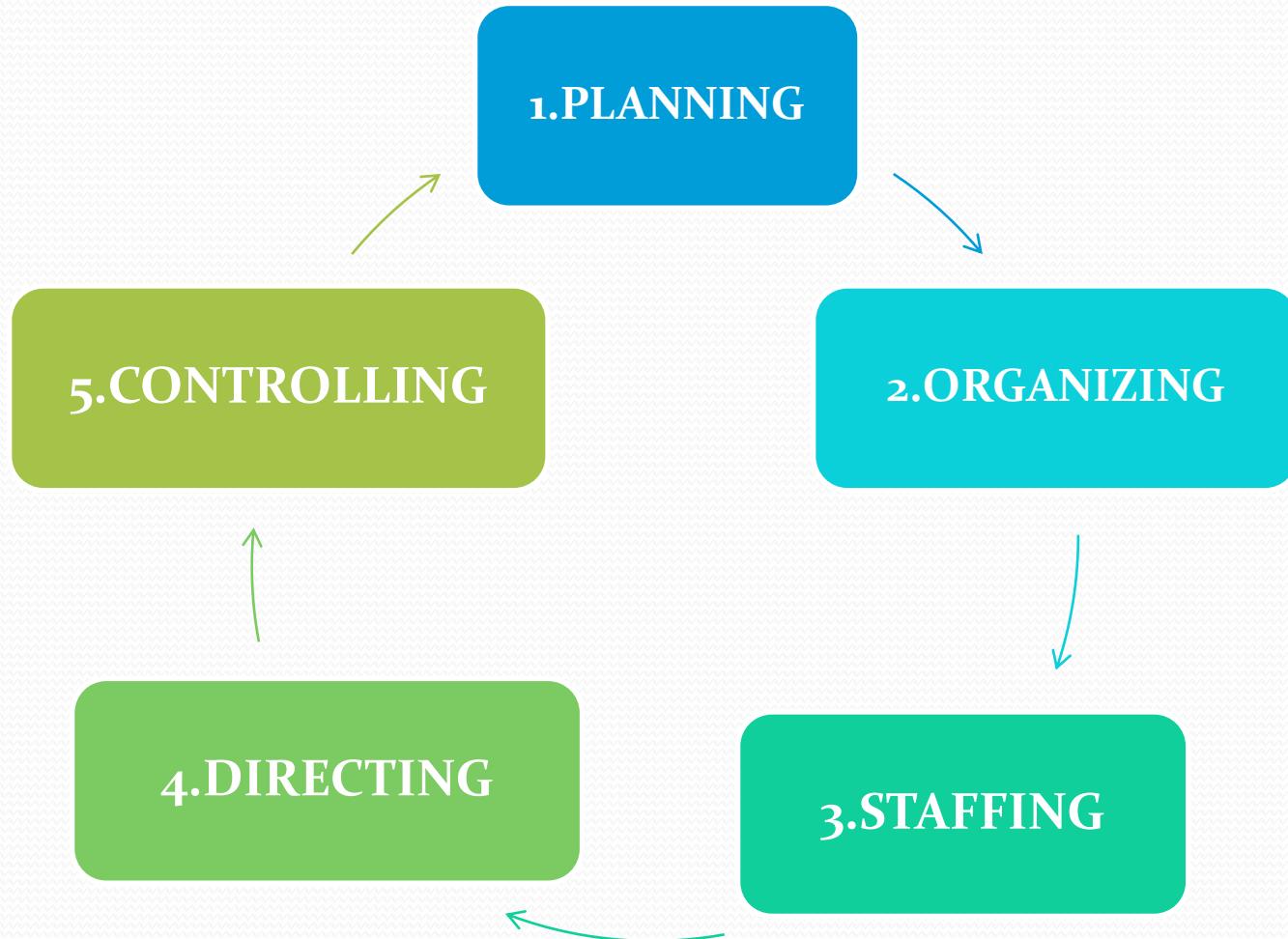
- Promotion of team spirit brings the organization a feel of unity. Small factors even help to develop this spirit.
- For this to happen, verbal communication should sometimes be given priority over formal, written communication whenever possible.

15. INITIATIVE:

- Even though some mistakes might result, subordinates should be allowed to plan and implement their works by taking self-initiatives.



ELEMENTS OF MANAGEMENT:



1.PLANNING:

- Planning is Preparing a blue print.
- It is a continuous , Intellectual process of determining philosophy ,Objectives, Policies, procedures and rules and standards, long and short term projected outcomes and fiscal course of actions and managing planned change. This is the preliminary and most important step of management process.

2. ORGANIZING:

- It is establishing the structure to carry out plans. Determining the most appropriate type of patient care delivery in a health agency. Or educational programs in an institution. Grouping the activities to meet its goals,
- Other functions involve;
 - working within the structure of an organization and
 - understanding and using power and authority appropriately.

3. STAFFING:

- It is a process of assigning competent people to fill the appropriate nursing roles in a an institution , designated for the organizational structure through;
- Recruitment & Selection of staff
- Hiring and Orienting staff ,
- Staff scheduling and
- Staff development activities,.

Staffing often becomes part of organizing.

Example : Appointment of a Dean for the college of nursing, nursing superintendent for a hospital or a head nurse for a surgical unit etc.

4. DIRECTING:

- Is a process of involving many human resource management responsibilities such as ;
- Motivating
- Managing a conflict,
- Communicating and
- Facilitating Collaboration and Coordination

5. CONTROLLING:

- It is an ongoing process to ensure that activities of an institution or organization adhere to the plan .It includes
 - Quality assurance,
 - Performance appraisal
 - Fiscal accountability.
 - Legal & ethical and professional control.

Significances

- **Achieving Goals**
- **Optimum Utilization of Resources**
- **Coordination**
- **Decision Making**
- **Motivation and Leadership**
- **Adaptability**
- **Risk Management**

ROLE OF A NURSE AS A MANAGER AND HER QUALITIES



THE NURSE AS A MANAGER OF THE HEALTH CARE DELIVERY SYSTEM:

- Studying for positions in the health care industry is challenging and hard work, but yet many people follow this career because of their passion for helping other people.
- Nursing is a professional career that forms part of a very competitive industry.
- As a nurse manager, one's duties and responsibilities require much skill and professionalism; this is achievable with dedication, hard work and a passion for one's career.

Qualities of a Nurse Manager:

1. Professional knowledge
2. Good physical health
3. Commanding power
4. Ability to understand
5. Ability to judge situations
6. Will power
7. A sense of responsibility and willingness to accept responsibility
8. Experience and enthusiasm

ROLE OF A NURSE MANAGER:

1. Creating **teamwork** and **coordination** among members of the group.
2. Providing **leadership** and **motivation** to individuals.
3. Maintaining a dynamic **equilibrium** between an organization and its ever-changing environment.
4. Being responsible for the **creation, survival** and **growth** of the organization.

5. Improving standards through effective utilization of human and material resources.

6. Monitoring duties and responsibilities in accordance with the organization's vision and statement.

7. Building of team leadership.

8. Decision making within the organization.

9. Participation as a member of the research committee.

10. Setting **goals and **objectives** for nursing services.**

11. Development and implementation of nursing services, policies and procedures.

12. Support and promotion of staff development and continuing education of nursing staff.

SPECIFIC ROLES OF NURSE MANAGER:

- 1. Preparing objectives:** Develop plans and objectives for the designated work area.
- 2. Patient assignment:** Conduct assessment of a patient's needs and initiate nursing care plan.
- 3. Delegation of duty:** Assign the staff their duties to ensure smooth functioning to achieve goals.

4. **Supervision:** Direct and control the general nursing services provided by staff nurses.
5. **Coordinate activities:** Schedule work assignment, set priorities and direct the work of subordinate employees.
6. **Programme evaluation:** Evaluate the nursing programmes and nursing care plans.
7. **Evaluation of performance:** Verify and evaluate the nurse's performance through reviews of completed work assignments and work techniques.

8. Record and report keeping: Maintain records, prepare reports and compose correspondence related to work.

9. Coordination: Coordinate the community nursing activities with those of social work staff to ensure continuity of care.

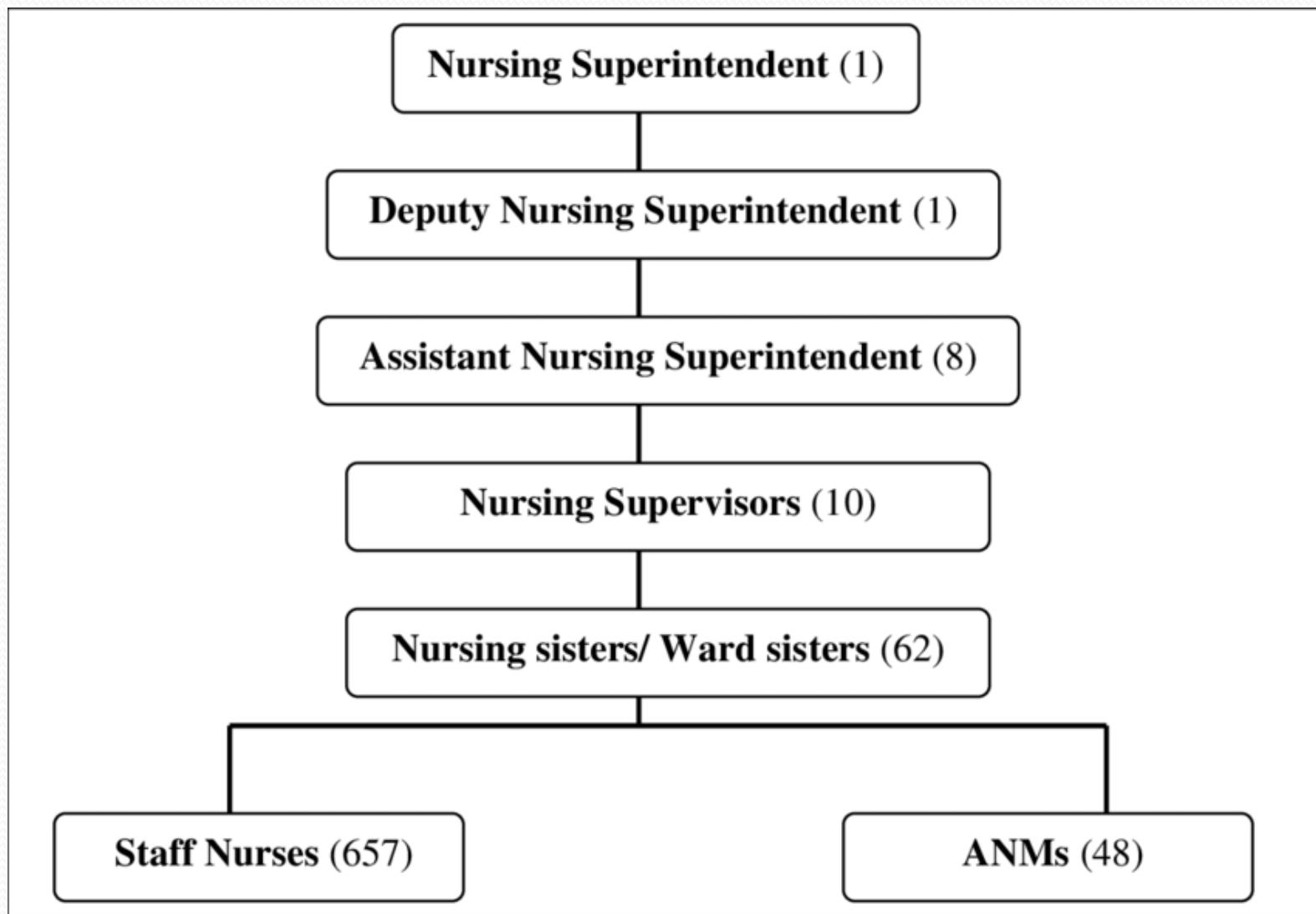
10. Auditing: Evaluate and document the patient's progress.

11. Public relations: Serve as a liaison between the staff nurses and higher authority.

12. Advisor: Serve as an advisor to other disciplines.

13. Budgeting: Assess needs for personnel, supplies, equipment and physical facilities.

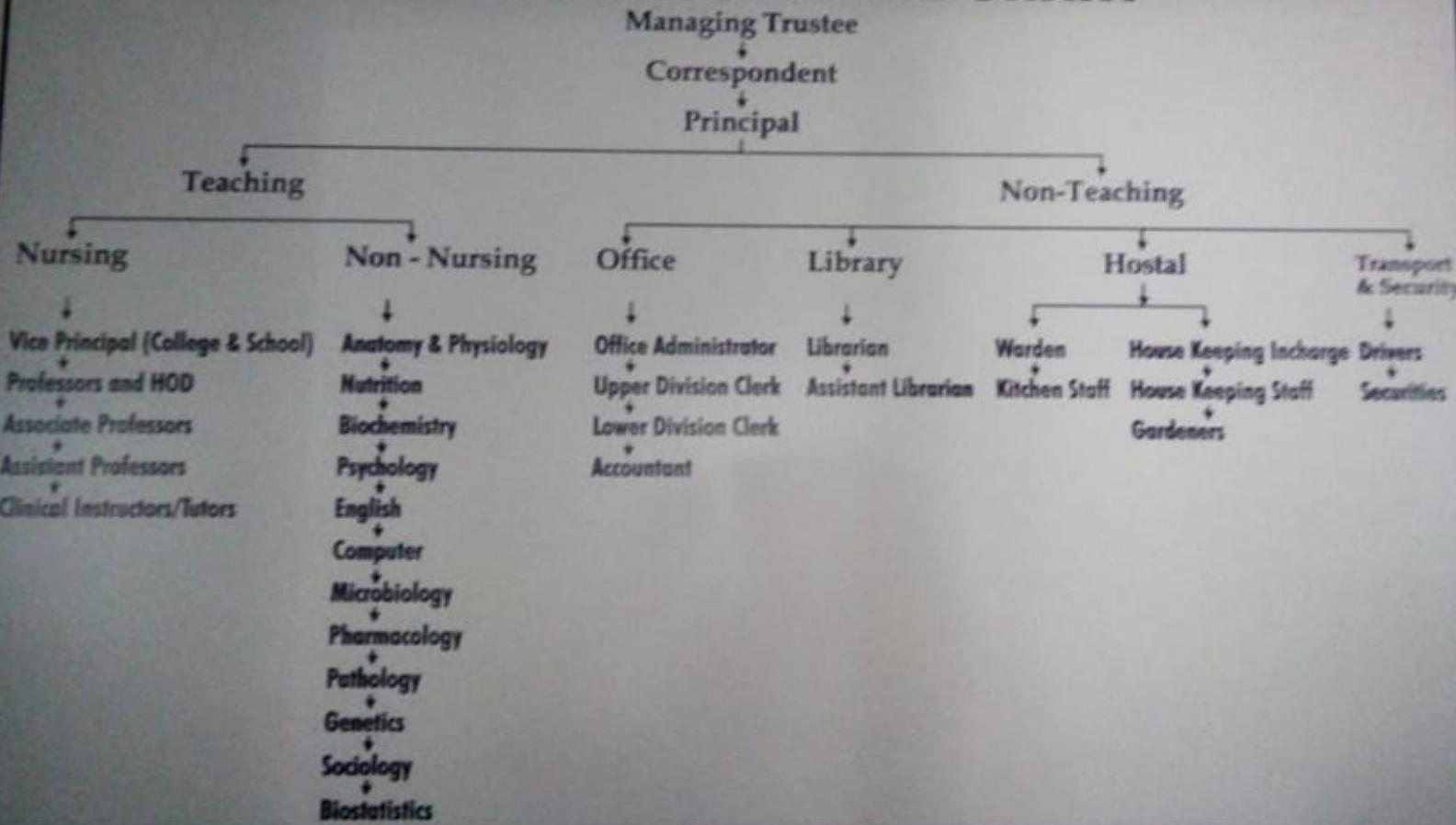
14. Staff development: Identify staff development and training needs and ensure that staff nurses get the requisite training. Organize educational activities for the development of staff nurses.





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ORGANIZATIONAL CHART





ORGANIZATION CHART

