



Principles and Practice of

# NURSING Management & Administration

for BSc and MSc Nursing

NURSING



**Jogindra Vati**

**SECOND EDITION**



# Principles and Practice of **Nursing Management and Administration**

**For BSc and MSc Nursing**  
*(As per the Syllabus of Indian Nursing Council)*

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**SECOND EDITION**

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**JAYPEE BROTHERS MEDICAL PUBLISHERS**

*The Health Sciences Publisher*

New Delhi | London

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# Introduction to Nursing Management and Administration

## CHAPTER OUTLINE

- Concept of Management
  - ✦ Meaning of Management
  - ✦ Changing Concept of Management
  - ✦ Definitions of Management
- Nursing Management
  - ✦ Meaning of Nursing Management
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- Administration
  - ✦ Defining Administration
  - ✦ Nature of Administration
  - ✦ Scope of Administration
  - ✦ Importance of Administration
- ✦ Type of Administration
- ✦ Nursing Service Administration
- Administration vs Management
  - ✦ Difference Between Administration and Management
  - ✦ Viewpoints Over Administration and Management
- Nature/Characteristic of Management
- Importance of Management
- Levels of Management in Hospital Nursing Services
- Functions of Nursing Management and Administration
- Principles of Nursing Management
- Role of Nurse as a Manager

## LEARNING OUTCOMES

After completion of this chapter, the learner will be able to:

- ✗ Understand management and administration
- ✗ Define nursing management and administration
- ✗ Compare nursing management with the nursing process
- ✗ Discuss nursing management as a system
- ✗ Describe functions of nursing management and administration
- ✗ Enlist principles of nursing management
- ✗ Discuss the role of the nurse as a manager

## KEY TERMS

Management, discipline, process, administration, system, managerial functions, principles

## INTRODUCTION

Man is a social animal. He lives in a social group, in communities, and society. All human beings live in organized groups of many kinds such as family, playgroup, workgroup, school, college, office, etc. Each group forms an organization where they work together with some common goal. It may be informal or formal where various group activities are carried out to achieve those common goals.

Management is an essential part of any group activity. It is a primary force within the group or organization which tends to lead it toward the group goal. It is required to plan, organize, coordinate and control all activities of the organization to achieve its objectives.

## CONCEPT OF MANAGEMENT

### Meaning of Management

The term management has different views. Sometimes it refers to manage the group of managerial personnel in an organization and sometimes viewed as a process to carry out all activities of management. It is a body of knowledge, practice, and discipline. It is also used to lead and to make decisions, whereas for others it is a system of authority or a factor of producing an outcome.

According to Haimann, management is a noun, to accomplish the work from others and a process, to carry out all activities of management, and a discipline which required knowledge, rationales, and skills to manage. Though different authors used it in different ways in a true sense, it is a process.

### Management as a Group of People

The management refers to a group of all these persons, who are involved in managerial functions in an organization. Another group of people in the organization is nonmanagerial operational personnel, who are not involved in manual or technical work.

### Management as a Discipline

Management is a discipline, as it deals with concepts and principles as characteristics of discipline and these principles have application in managing the organizations. Management is multidisciplinary discipline and derived from other disciplines like sociology, psychology, etc. It is both art and science. Managers make use of the knowledge, skills, techniques, concepts, and principles of management in managing the activities of the organization. It is a science as it has developed principles and techniques that have universal application and also as art as skills are required by the manager to manage.

### Management as an Organized Group Activity

Management is an organized group activity as it aims to achieve a particular goal. Group of people puts their maximum effort by utilizing resources effectively to get the maximum output.

### Management as a Process

A process includes managerial activities such as planning, organizing, staffing, directing, coordinating, and controlling that are carried out systematically to achieve organizational goals (Fig. 7.1).

These activities seem to be independent, but all are interrelated, interactive carried out sequentially to achieve

certain objectives. Management is a social process since its major task is to motivate, guide, and lead the people for effective utilization of resources to achieve its goals and objectives.

### Changing Concept of Management

Traditional authors viewed management to get the work done, and modern authors viewed management as a process to achieve certain objectives through utilization of human and other resources. Moreover, the concepts mentioned above provide the scope of personnel, efficiency, decisions, and function orientation to the management. The management has various concepts such as traditional, functional, human-relation, and integrating concepts (Fig. 7.2).

### Definitions of Management

Since different authors used it in a variety of ways and defined it differently, therefore, the term management is not so easy to define. Important definitions of management are:

- Management consists of getting things done through others. —S George
- Management is a process to plan, organize, direct, and control performance to determine and accomplish the stated objectives by the use of human beings and other resources. —George, R Terry
- Management is concerned with the internal environment in an enterprise where individuals, working in groups and perform efficiently to attain group goals. —Koontz Harold and Cyril O'Donnell
- Management is the process of forecast and plan, to organize, to command, to coordinate, and to control. —Henry Fayol

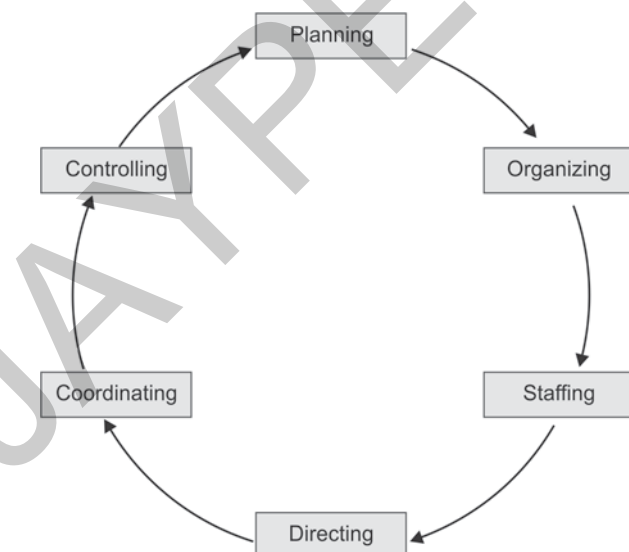


Fig. 7.1: Management process.

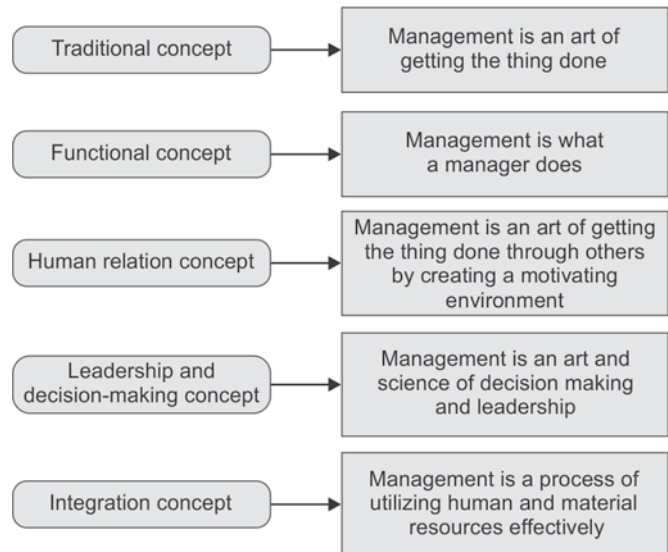


Fig. 7.2: Concepts of management.



## NURSING MANAGEMENT

### Meaning of Nursing Management

#### Nursing Management as a Process

Gillies described nursing management as a process and compared with the nursing process. Nursing management, like the nursing process, includes all the steps of data gathering, diagnosing, planning, implementation, and evaluation as shown in **Figure 7.3**.

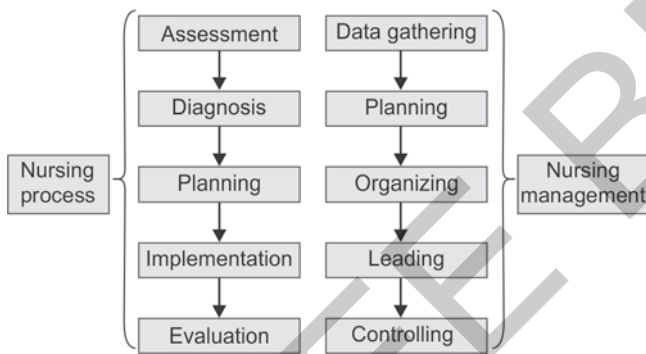
#### Nursing Management as a System

Nursing management is a system based on general system theory. A system has a series of interrelated activities carried out schematically.

Nursing management has a series of interrelated events that include inputs of energy, material, and information; the systematic transformation of such input into a preplanned product, patient care; and monitoring of system input and throughput or transformation process to correct system malfunction (**Fig. 7.4**).

### Changing Concept of Nursing Management

The concept of nursing management derived from various definitions given by the thinkers of management discipline.



**Fig. 7.3:** Nursing process vs nursing management.

These concepts are performance, decision-making, personnel, functions or activity based.

#### Efficiency or Performance-oriented View

This view emphasizes the relationship between efforts and results to achieve predetermined objectives, i.e. to ensure the best possible nursing care. Nursing management is the art of getting the desired nursing outcome by putting a minimum effort by nurse managers and nurses.

#### Decision-oriented View

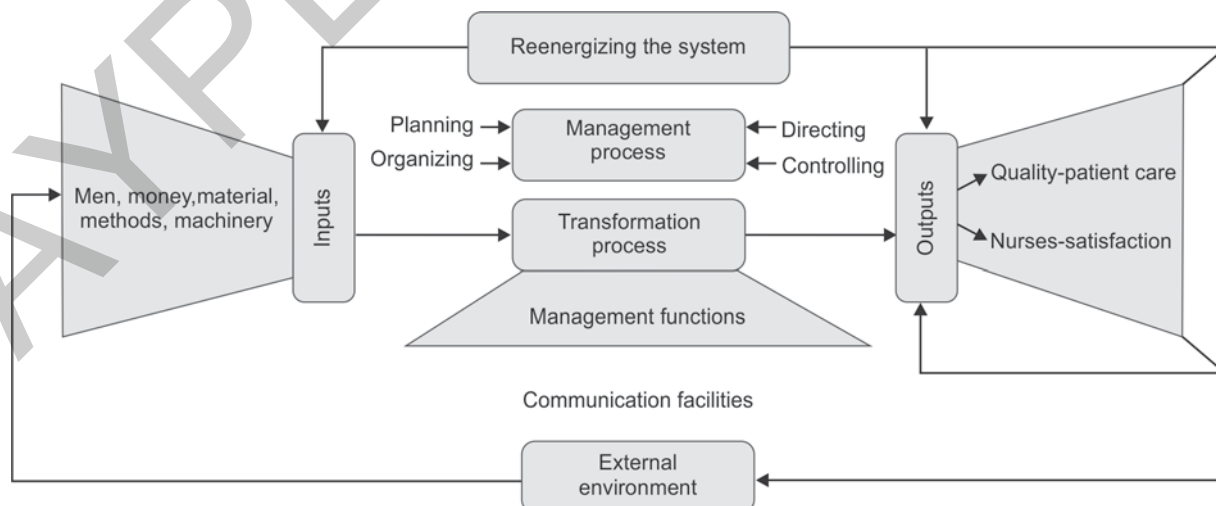
The decision theorists like Peter Drucker, Moore opine that decision making by the managers has a great role in management. Therefore, management is a decision-making process. Nursing management is also a process of making various administrative decisions and controlling nurses working in different positions in the hierarchy for the expressed purpose of attaining the predetermined goal of ensuring the quality of patient care.

#### Personnel Oriented View

Management is like a process of coordinative efforts of the personnel working in the organizations and management is concerned with personnel management. Nursing management is also aiming to accomplish the work through and with nursing personnel.

#### Functions Oriented View

Nursing management is a process of forecasting, planning, organizing, coordinating and controlling the work of nursing personnel by nurse managers to achieve organizational goals. It is a process of working through nursing staff members to provide care, cure, and comfort to patients (Gillies DA). The nurse managers are concerned with planning, organizing, utilizing, and controlling all resources effectively so that the best possible nursing care is delivered. They also carry out other decision making and leadership activities.



**Fig. 7.4:** A system approach to nursing management.

## ADMINISTRATION

### Defining Administration

The word “administration” is a derivative of the Latin word ‘Ad + minister, means to manage affairs, or to look after or to care for people. The meaning itself reflects that the administrator regards himself as a servant, to look after, perform all functions.

- Luther Gulick defined administration as getting the things done to accomplish defined objectives.
- Goddard viewed the administration as an enabling process of planning and implementing policy, plans, and rules in a government, the public or private agency through leadership.
- According to Pfiffner, the administration is organizing and directing human and material resources to fulfill its objectives.
- Tiny M Calendar refers administration to perform executive duties of any organization or business.
- Herman Finer also viewed administration to perform actions by one person or a group of persons to accomplish a common purpose set by them or by someone else.
- The administration is a process of administering the managerial activities by exercising its powers and duties in a government or a large institution. In the government sector, the executive branch and in a large institution, a group of managers carry out administrative functions.

### Nature of Administration

The administrative process is intellectual, social, dynamic and creative and continuous. It is multidimensional.

1. **It is universal:** The principles of administration are applicable in all types of set up, in every organization for their effective achievement of goals.
2. **It is holistic:** The whole process of administration embraces the organization and its functions.
3. **It is intangible:** The administration is in abstract, but its concepts are applicable in smooth running of the organization.
4. **It is a continuous and ongoing process:** The cycle of administration is continuous.
5. **It is objective based:** Administration is basically for the achievement of organizational objectives by utilizing the resources effectively. Hence, it is goal oriented.
6. **It is social and human:** In administration, it is a group effort to achieve a common goal. It is the environment which is important to bring the team effort and pool the potentials of all to meet the objectives of the organization.
7. **It is dynamic:** The administration is not rigid though work under rules, regulation to maintain discipline. But it has flexibility according to the needs and demands of a situation.
8. **It is creative or innovative:** Administration provides a great scope to invite the creative idea to bring about the changes in the organization.

### Scope of Administration

The scope of administration is very wide. It is not only restricted to public administration that deals with three functionaries, i.e. legislative, executive, and judiciary. It covers all the areas like school, hospital, business, etc. It covers all the managerial activities and functional areas of management and administration like personnel, financial, material and production. It is considered as a process to accomplish the goals.

### Importance of Administration

- It is lifeblood, brain, and shoulder of an organization
- Its main function is to achieve the objectives
- There is no substitute for good administration
- Good administration brings out organizational growth
- Good administration brings the team together to work
- It provides new innovative ideas to compete globally.

### Types of Administration

Usually, the administration is of two types: **Public and Private**. Henri Fayol, Mary P Follett, and Urwick, the management thinkers believe that administration is one and possessing the same fundamental principles and all undertakings require planning, organization, staffing, directing and coordinating and controlling. There is much in common in both types of administration. Difference between two is a degree, not of kind.

### Similarities

- Management techniques are the same in both the administration
- Many activities like accounting, filing, etc. are the same for both
- Administrative methods like personnel administration benefit are the same in both sectors
- Both are creative in its effort to make the changes. Achievement of the goal is the same in both types of administration.

### Differences

The differences between both types of administration are under different areas:

1. **The breadth of scope:** Public administration involves complex policies and actions. It requires the wisdom of anthropologist, historians, economists, sociologist, and many more. It is limited in the private sector.
2. **Public accountability:** Public administration is responsive to the public interest. All the public processes work through government organizations. Private business concerns only inside of the organization.
3. **Political characteristics:** Public administration is political whereas private is more or less nonpolitical.
4. **Legal entities:** Public administration functions strictly by legal safeguards and also sustains the confidence and trust of the general public and operates within the

framework of general and specific laws limiting freedom of individual action. In the private sector, it has its own rules and regulation but under legal jurisdiction.

5. **Profit motive:** Public administration is characterized by service motive to promote social welfare activities. The profit motive is the main aim in private business.
6. **Tasks and operations:** Public sector has essential services for the welfare of people at large, e.g., police, fire, protection recreation. The private sector has its related tasks and operations.
7. **The principle of consistency of treatment:** Public administration observes the principle of equality, in the private sector, it also observes equality but more often observes discrimination in selling its service.
8. **Anonymity:** In public administration, the officials bore the anonymity and protected from harm, in private it lacks to that extent.
9. **Financial control:** There is external financial control in public administration. This kind of separation is not in private administration.
10. **Social prestige:** Public administration carries a greater social prestige because of the greater opportunity of serving the people that is comparatively less in the private sector.

Nevertheless, public and private administration are not two distinct entities, rather they are two species of the same genus, i.e., administration. Private administration is obliged to function within the framework of general laws, special laws controlling it. However, these days profit motto is no longer the sole driving force.

### Nursing Service Administration

It is the process by which nurse manager work through others to achieve nursing organizational goals. It is also a system of activities directed toward the nursing care of patients and includes the establishment of overall goals and policies within the aims of health agency and provision for the organization, personnel, and facilities to accomplish these goals in the most effective and economical manner through coordinating the service with other departments of the institution.

Nursing service administration at any level is the application of the principles of administration for the ultimate purpose of providing nursing service to the individuals. The nurse manager is an effective leader in the nursing service has to manage the nursing workforce and other resources by keeping in mind the training needs of the staff.

## ADMINISTRATION VERSUS MANAGEMENT

### Difference Between Administration and Management

The term “administration” and “management” used interchangeably. There was no distinction between these two terms till the 1920s. Later on, thinkers viewed

**TABLE 7.1:** Administration versus management.

Bases	Administration	Management
Nature of function	Formulation of policies, objectives, plans, programs requiring thinking function	It is concerned with implementing plans and policies
Scope	Takes major decisions	Execution of decisions and decides within its framework
Level of authority	Decision-making to carry out strategic and policy decisions	Operational authority to implement administrative decisions
Functional level	Top level	Lower level
Nature of organization	Public sector	Private sectors, business firms having profit-motive
Directive activities	Not directly involved	Directing human efforts at the operational level
Influence on decisions	Through external factors	Through internal factors

administration and management as different entities. The decision-making is the function of administration and execution is the function of management (Oliver). The administration differs from management regarding its nature of functions, scope, authority, level, and directing activities (Table 7.1).

### Viewpoints Over Administration and Management

There are mainly three viewpoints on administration and management.

#### *The Administration is at a Higher Level than Management*

Administration determines goals, objectives, policies, procedures, programs, action plans; management with executive functions, i.e. the direction of human effort to get the work done.

Nursing administration is a process to establish the nursing objectives or purposes, which an undertaking or staffs are to achieve.

Nursing administration deals with planning and developing principles to direct nursing action. Nursing management is the process to execute planned and supervised nursing policy (Milward GE).

According to this concept, the administration is anatomy and management is physiology, as administration determines the basic framework within which the managerial functions are carried out, the administration is the function of top-level managers, management is of middle and lower levels managers. The main focus in nursing administration is to formulate the nursing policies and to determine the nursing objectives, whereas, in management, the nursing policies are executed to achieve the nursing objectives and mostly it is technical.

### Management is a Broad Term

According to this concept, the administration is a part of management. Management sets goals and makes policy, whereas, the administration implements those policies.

As compared to nursing management, the nursing administration is less comprehensive and not concerned with routine activities. Nursing administration is concerned with implementing preplanned programs and procedures.

### Both Management and Administration Terms can use Interchangeably

There is no difference between administration and management; one can use both the terms interchangeably. The management can categorize as administrative management and operative management.

The top-level administrative management spends more time in formulating policies, programs; middle-level administrative management in executing policies and lower level management in implementing those policies (Fig. 7.5).

The administrative management is primarily deal with the policy-making and operative management deals with the execution of policies. The managers of top-level are more concerned for administrative functions than the middle or lower level. Everyone in the nursing organization performs a managerial function. But the managerial functions vary at different levels.

### NATURE/CHARACTERISTICS OF MANAGEMENT

1. **Management is a group activity:** Management is a group activity that directs the group to put their efforts to achieve predetermined group goals. Management is also known as a cooperative group.
2. **Management is goal oriented:** Management determines how to achieve organizational goals and objectives.
3. **Management is means:** Management is a factor of outcome that coordinates with other factors of outcome to accomplish predetermined goals. Thus, it is a means to achieve a goal rather an end.
4. **Management is universal:** Management is applicable in all types of organizations either public or private.

5. **Management functions at all levels:** Management operates from top to bottom levels. However, levels differ in its nature of job, activities, techniques, procedures, and scope of authority.
6. **Management is a social process:** The main objective of management is to get the work done through others. They are guided, supervised and controlled by the management to achieve desired goals.
7. **Management is a system of power:** Without authority, management is not possible. Hence, management authority and responsibility at all levels of the organization.
8. **Management is a continuous process:** Management is a continuous process to achieve maximum output with minimum efforts and utilization of resources. There are continuous monitoring and feedback of the processes.
9. **Management is art as well as science:** Management is an art as it uses personal skills and practical knowledge in solving problems. It is a result-oriented. Management requires creativity to get the work done from others; and tries to attain higher and higher goals to reach a higher level of perfection.

Management is also a science because it uses various data gathering methods scientifically and systematically for observation; establishes a relationship between cause and effect, and knowledge gathered can be verified. Practitioners and theorists developed and verified principles of management through continuous efforts.

### IMPORTANCE OF MANAGEMENT

Good management is to the organization what health is to the body for the smooth functioning of the organization. Each organization helps increase efficiency, to crystallize its nature, improve research and to attain social goals and in many other ways. Management is the thinking organ that provides vision to the organization. Peter F. Drucker refers to management as the lifeline of every enterprise.

1. **The accomplishment of the organizational goal:** Management determines and accomplishes the goals of the organization and other departments. It is the management to direct all the activities toward the organizational objectives.
2. **Provides innovative vision and mission:** Management keeps itself in touch with changing needs of the

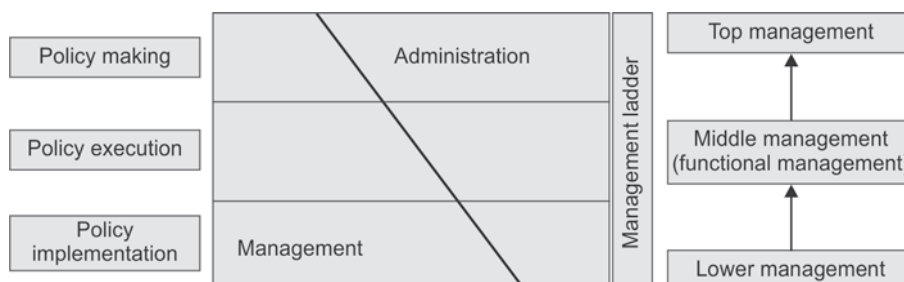


Fig. 7.5: Administration versus management at different levels of management.



society at large and accordingly has the vision for the organization and identify the mission and objectives of the organization and direct all the activities and strategies in that light.

3. **Increases efficiency:** The managers can become more effective by using established guidelines to help solve problems. Even no manager can control without basing them on plans, that manager should have the organizational authority necessary to accomplish the result expected of them.
4. **Minimizes time and cost:** Effective management economizes time and costs to provide quality services by applying principles of management.
5. **Crystallize nature of management:** Lack of understanding of concepts, principles, and techniques of management makes it difficult to analyze the management job and to train managers. Management, when viewed as human, will help the managers to understand the human dynamics and thus dealing in that way can bring the change in them and can get the maximum output from them.
6. **Effective utilization of resources:** Management ensures the proper and effective utilization of human and other resources by using principles of management and using management techniques to get the maximum performance.
7. **Brings harmony in groups:** It is the management which directs and coordinates the activities of all the individuals working in any organization in the use of materials, methods, and machines. It brings harmony among the group so that they work together with the feeling of belongingness to achieve the organizational objectives.
8. **To improve research:** Since management deals with people and since groups of people are unpredictable and complex, effective research poses a question mark. It also deals with planning activities, the devising control, and grouping of activities, the research in all areas is slow and costly. Hence, managerial techniques

can improve upon research or studies to be conducted and how to be conducted. It will help to bring about the evidence to apply in managerial activities to accomplish the organizational goals and objectives.

9. **To attain social goals:** Management coordinates the efforts of people to translate individual goals to social attainment. The organizations are to fulfill the needs of the community at large. So, it is the management that has the vision and strategies toward that direction.

## LEVELS OF MANAGEMENT IN HOSPITAL NURSING SERVICES

By hierarchy, their position and relative responsibilities, there are three levels in nursing management. These are top, middle, and lower level (Fig. 7.6).

### Top Management

In nursing services, Assistant Directors are at the top management at State Directorate level and Chief Nursing Officers or Nursing Superintendent or Matrons in the hospitals. They formulate policies, goals, objectives, and procedures for the nursing services. They are mainly engaged in planning and coordinating functions. They issue the instructions for the lower levels. In the hospital setting, deputy nursing superintendent, assistant nursing superintendents or assistant matrons assist them.

### Middle Management

Middle management in nursing is usually the heads of nursing units in the hospitals, and they are at the supervisory level. They are designated as ward sisters or sister grade I, and they report to their seniors.

Nurses at middle management make duty plans of the nursing personnel of lower or operational level, divide the work to them. They follow and implement the policies and guidelines issued to them by the top nursing management. They evaluate operative level nurses and coordinate with other departments and team to ensure that

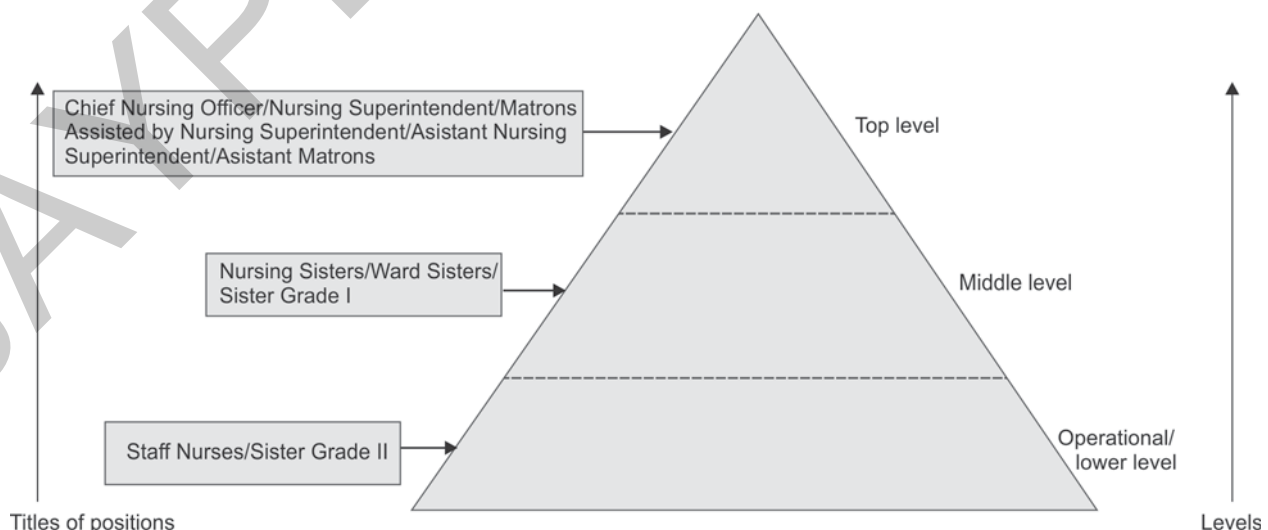


Fig. 7.6: Levels of management in hospital nursing services.

**TABLE 7.2:** Job responsibilities of different levels in nursing management.

<i>Job responsibilities</i>	<i>Top</i>	<i>Middle</i>	<i>Lower</i>
Formulation of policy	Maximum	Moderate	Minimum
Skill required	Innovative	Persuasive	Technical
Scope	Broad	Large-function	Small/ Limited (sub functional)
Area of activity	Setting objectives/goals	Implementa- tion	Operationalize
Nature	Complex	Moderate	Simple
Span of people	Small	Moderate	Large
Evaluation	Difficult	Less difficult	Easy

the best possible patient care. They arrange for necessary materials, equipment for the operative level nurses and provide them with the necessary working and therapeutic environment. They supervise and guide them and also solve their problems. They maintain good human relation in the unit and communicate their problems to the higher level management.

### Lower or Operating Management

Operative level management comprises nurses at the operational level designated as staff nurses or sister grade II. They are responsible for patient care. They plan nursing care for the individual patient. They carry out nursing orders given by the next senior and the doctors. They are also known as the first line management. **Table 7.2** depicts the nature of job responsibilities of these levels of management.

## FUNCTIONS OF NURSING MANAGEMENT AND ADMINISTRATION

Like management, nursing management/has its own managerial and administrative functions. In the words of Henri Fayol, the process of management has five functions: Forecasting and Planning; Organizing; Commanding; Coordination; and Control. Luther Gulick, Father of Management, and the first Director of the National Institute of Public Administration of USA coined acronym: POSDCORB which stands for “Planning,” “Organizing,” “Staffing,” “Directing,” “Coordination,” “Reporting,” and “Budgeting”. However “reporting” and “budgeting” both are the parts of controlling.

### Planning

Planning is an important function of management. Managers formulate objectives, policies, strategies, programs for planning nursing services. Nurse Managers set the objectives, frame policies and strategies and prepare time schedules. Planning is a decision-making process to

define tasks and to plan resources. It is the responsibility of nursing managers of all level in the organization; the intensity and nature of planning differ.

### Organizing

The term organizing means to develop a system for maximum utilization of available resources. Activities are carried out to identify work activities, preparing job descriptions and job responsibilities; assigning and identifying job roles, and developing rationales to organize those activities. It involves totality of activities and authority relationship that constitute organizing functions. According to Allen “organization involves identification and grouping of the activities and distribution of those activities among the staff to accomplish organizational objectives” (Allen et al.).

### Staffing

Staffing involves recruiting and developing nurses as per norms. This process includes searching for the talents, recruitment, selection, and deploying them in proper positions and organizing orientation and other skill training program, and appraising them.

### Directing and Leading

Directing and leading is a very important managerial function to implement the system effectively. It is concerned with inspiring and encouraging staff, creating understanding among them. Regular supervision, effective communication, and leadership among managers are important ingredients for achieving the organizational objectives. Direction directly deals with guiding, supervising, motivating, and communicating with subordinates.

### Controlling

Controlling is measuring and correcting the performance of staff as per expected performance. It is the process of comparing the actual performance of staff with standard performance and accordingly taking corrective actions. Controlling is thus also system measurement.

Budgeting deals with fiscal planning, accounting, and controlling of financial resources. Records and reports are the means of communication between superiors and subordinates. These are important to keep informed about the performance.

### Coordination

Coordination is the essence of management though viewed differently by different authors. It is one of the managerial functions, even the function of the manager, one of the principles of organization and to some, it is a vital phase of control. But it is important to synchronize and unifies individual staff efforts for better action to achieve organizational objectives.

## PRINCIPLES OF NURSING MANAGEMENT

Principles of nursing management refer to the concept of reality related to the nursing field. These principles provide guidelines for nurse managers to work in their day to day work set up. These principles also serve as ready reckoner for the decisions and actions of nurse managers working at any level in different settings. The principles of nursing management can be derived and applied from the principles given by Henri Fayol, the father of management has given more emphasis on functions of managers and showed regard to human elements with wider perspectives.

### Division of Work

This principle means that every employee is given only one type of work to bring about specialization in every activity. The specialization helps in developing staff and thus helps in improving their work efficiency. This principle of management is also called the principle of specialization.

### Authority and Responsibility

Authority is one's right for giving orders by position by senior managers to the juniors in the hierarchy, and responsibility is just concerned with performance and not a right. Both authority and responsibility go side by side if authority goes side by side with responsibility. In the same way, if a person is responsible for a particular job, should also give authority.

### Discipline

Discipline refers to sincerity, respect, and observance of rules and regulation of an organization. According to this principle, subordinates must respect their superiors and obey their instructions. It must flow and enforced within the hierarchy.

### Unity of Command

Every subordinate must receive orders and instructions only from one superior—the unity of command aids in improving the performance of the employee. If an employee is getting orders from many heads; there will be overlapping of orders and instructions and create confusion and conflict. The dual command generates tension, confusion, and conflict, and results in diluted responsibility and blurred communication.

### Unity of Direction

According to this principle, one head should give the direction or subordinates must receive orders only from one head—all group activities directed toward the same goal.

### Subordination of Individual Interest to General Interest

Of all must be considered in all the circumstances in the organization. The individuals must sacrifice their interest for the common interest. The subordinates can show the general interest through collective bargaining. To achieve this attitude by employees; they should be honest and sincere. There should be regular supervision of employees and agreement over differences in opinions among management and employees.

### Fair Remuneration

The remuneration to be paid for the employees should be reasonable, satisfactory and rewarding of the effort. It will reduce the differences between administration and staff and create a pleasing atmosphere in the organization.

### Effective Centralization and Decentralization

Centralization means that concentration of authority rests at one place or one level in the organization. Centralization is a situation in which the administration retains most of the decision making power. Decentralization is the downward sharing of authority in the organization.

### Scalar Chain

Fayol defines Scalar Chain is the chain of superiors ranging from the ultimate authority to the lowest. The principle suggests that every order, instructions, messages, and the request has to pass through this scalar chain. However, there is a shortcut path known as gangPlank to facilitate quick and easy communication.

### Order

It is concerned with the proper and a systematic arrangement of things and people. The place must be allocated to every article and equipment to use effectively. Select suitable persons for a suitable job, and there should be a specific place for everyone according to need.

### Equity

Equity means fair and impartial treatment. It is fairness, kindness, and justice. The administration must give and similar treatment to employees of a similar position. There should not be any discrimination with them in respect to age, caste, sex, religion, relation, etc. Creating a positive attitude among managers and subordinates is important. They must constantly apply the correct balance between equity and discipline.

### Stability of Tenure

Stability of tenure means that employees should not frequently move from one position to another rather fix the

tenure of an employee to a particular position. It will help in creating team spirit and sense of belongingness which ultimately improves the quality of work.

### Initiative

Give opportunity to subordinates in initiating the plans. The administration must provide an opportunity for them to give new ideas, experiences, and new methods of work.

### Esprit de Corps (Union is a Strength)

It refers to a sense of unity, team spirit, devotion, and cooperation which unites the members of the group. It refers to mutual understanding among employees. It inspires them to work hard. Encouraging subordinates help in developing an informal relationship.

*According to Mooney and Reiley, Lyndall Urwick, Davis, and others, additions principles of management are:*

1. **Principles of objectives:** According to this principle of management, there must be organizational objectives for the achievement of which everybody in the organization should work. All energy of human resources must be channelized to attain those objectives.
2. **Principle of coordination:** The principle of coordination states that the efforts of the group should be unified and integrated to achieve a common goal.
3. **Span of supervision:** According to this principle, a supervisor must supervise only that number of subordinates that he can properly supervise. The employees' supervision is by nature and type of work.
4. **Principle of planning:** Planning is prerequisite for effective management. According to this principle, planning is must to determine goals and policies and ways of executing.
5. **Principle of motivation:** The principle of motivation implies that the performance of a person depends upon his ability and motivation. Motivation is an urge among subordinates to perform in a better way. Therefore, the motivational system must be flexible, productive, and comprehensive and should be according to the felt needs of the staff.
6. **Principle of exception:** According to this principle, managers have rationalized workload and free from overload.
7. **Principle of participation:** The principle of participation states that there should be the bottom-up approach in management. Employees of operation level should also be involved or consulted while taking important policy decisions. The process of participation will ensure the smooth and effective implementation of various decisions.

## ROLE OF NURSE AS A MANAGER

The role of the nurse as a manager is multiple, interrelated, and overlapping. The nurses at all levels play managerial roles to some extent. In general, they are responsible

for managing all resources such as personnel, material, standard operative procedures/methods, machinery or equipment and also involved in fiscal management.

### Role in Planning Nursing Service

It is the foremost function of management. It allows nurse managers to organize, staff, direct, and control all activities to fulfill all the objectives of the nursing department. Nurse Managers at the top level are concerned with the overall planning of nursing services. They:

- Frame philosophy, mission, long and short-term goals and objectives of nursing services
- Develop various policies, and administrative manuals such as protocols, procedures, rules
- Set nursing standards of care and nursing practice, and also budget for nursing services
- Constitute different committees
- Prepare a master rotation plan, job descriptions, and job specifications of various nursing categories
- Develop a system of maintaining personnel records, and of conducting various administrative meetings, within and with other departments
- Plan various types of in-service education programs and staff development programs, etc.

### Role of Nurses in Organizing Nursing Services

- To develop an organizational structure and allocating resources
- To determine, and categorize the activities to be performed by the nurses.
- To create a structure of various positions in the hierarchy for the top to the operational level
- To utilize effectively various resources.

### Role in Personnel/Human Resource Management

- Determine number and type of nursing staff required
- Develop job specification, and job descriptions
- Participate in recruitment, selection, placement, allocation, and transferring staff
- Plan and implement induction and orientation programs
- Plan training and staff development programs
- Plan and implement various stress management programs
- Motivate and counsel
- Promote occupational health, safety, and welfare of staff
- Develop health surveillance procedures, periodic health assessment plan and performance appraisal of staff annually and write a confidential report
- Implement universal standard precautions, advocates for proper body postures during any nursing intervention
- Maintain discipline, high morale, and professionalism among staff



- Prepare assignment and work schedules (roster plan/ time planning)
- Collective bargaining, negotiation and effective grievance handling procedures.

### Directing Role

Directing is the core function of management process to achieve organizational goal. Nurse as a manager supervise and control activities of nursing staff to maintain the healthy working environment. The nurse managers direct, communicate, guide, motivate, and supervise their subordinates time to time to get maximum output from them. They carry out the following role and responsibilities:

- **As a leader:** Leadership is the art of getting others to do something. A nurse manager is responsible for the activities of nurses working under her/him. She/he has to act as a leader of the group and set an example of hard work and dedication empowering subordinates so that they can follow her/his direction with respect. Nurse as a manager can use a bottom-up approach; can synthesis and solve all the issues holistically.
- **As a managerial supervisor:** Nurses are managing and supervising their subordinates. As managerial supervisors, their focus is on balancing weekly workload, administrative procedures, conducting meetings, planning and developing strategies. They are also involved in data collection and audit activities, recruitment and retention issues, and communication by using various methods.
- **As a mentor:** Nurse Managers not only act as a supervisor but also act as a mentor to guide their subordinates in their personal and professional activities. There is a challenge for nurse managers to keep staff motivated in the workplace. Motivation is a means to energize, activate and direct staff toward goal. They need to know the behavior of each staff working under her; encourage them to take the initiative and self-reliance. Provide opportunities, motivating work culture and climate to prove their worth. Give recognition to good work. Delegate, develop, train, brief, and provide a just reward.

### Role in Interpersonal Relationship

- **As a figurehead:** A nurse manager has to perform many symbolic functions as a figurehead of the organization or head of the nursing unit. She/he has to sign various papers, attends social functions of the subordinates speak at functions, etc.
- **Liaison officer:** A nurse manager has to maintain contact with higher management and subordinates. She/he has to keep in touch with the external environment, government policies by attending meetings, conferences, functions, etc.
- **Human relationship role:** A nurse manager has an important role in developing human relation in the nursing department. She/he has to recognize the

importance of their subordinates as individuals and mutual understanding of their position and fair and impartial in all the matters while dealing with them. Nurse manager should inculcate mutual discussion, exchange of views and good communication among nurses for the accomplishment of organizational goals. They develop their subordinates for promotion and know the details of all the principles, policies and laws.

- **As communicator and coordinator:** The nurse as a manager is central to all the activities and among health team members. Effective communication is important to perform all functions of management. Nurse managers share responsibility for the health and welfare of all people in the community and participate in the programs designed to prevent illnesses and maintain health. They coordinate and synchronize medical and other professionals and technical services that affect patient care. To ensure quality care to patients, the nurse manager has to make a cordial relationship and coordinate with them and imparts information to health team members, public, clients, and relatives.
- **Public relation role:** Nurse as manager tries to deliver and ensure high-quality patient care, develop various information tools, education material and strategies to orient clients and relatives regarding rules and regulation, them about care and other health matters. Nurse managers also ensure that the client is getting all hospital services in a proper way, e.g. dietary services, etc., and hospital environment is clean and infection free. Attend complaints and get feedback and suggestions from them for further improvement in services.

### Role in Decision Making

Decision making is the prime function of a nurse manager. Nurse managers have to take many decisions programed or nonprogramed, organizational or personal, routine or strategic, policy and operative, individual or group decision at all levels. They perform the roles as a decision-maker.

- **As an entrepreneur:** A nurse manager performs the role of an entrepreneur to decide about expansion and diversification of department. They have to take many strategic decisions related to sources of resources, funds, other inputs through meetings, and asking suggestions.
- **As a conflict handler:** A nurse manager has to act as an arbitrator in resolving disputes of staff. They can resolve those disputes by establishing a procedural system to allow parties to share their grievances, and use a third party negotiator, exchange, rotate or terminate individuals.
- **As a change manager:** A nurse manager acts as a change manager to bring about innovative changes in the work set up. Managers encourage subordinates to participate in change management. They motivate them by conducting regular meetings, using a participatory

approach and by inviting suggestions from them. They act as a catalyst to mobilize the support of their staff and respect the ideas and suggestions given by them. They delegate appropriate responsibility to capable staff and flexible and strong to take the risk, solve problems and reward the team members for bringing the successful changes.

### Role in Material Management

The material in the hospital includes equipment, apparatus, instruments, linen and drugs and medicines, etc. The role of nurse managers in equipment and supplies is to ensure an adequate supply of and to maximize proper utilization and maintenance of equipment and supplies in all nursing units as discussed below:

- Take an active part in estimating demand for equipment and supplies as per hospital policy.
- Develop ward policy and communicate higher authority about the gap in demand and supply.
- Conduct meetings and prepare guidelines for handing and taking over.
- Ensure adequate supply maintain a current inventory of equipment and supplies in functional order
- Condemn nonfunctional and outdated articles
- Have inventory control and maintain a buffer stock
- Send requisition monthly, weekly, as per policy
- Keep enough stock for evening and nights
- Communicate all staff about "out of stock" material
- Maintain proper records and reports of supplies and materials.

### Role in Fiscal Management

Nurse manager can play a role related to fiscal management. They prepare a financial plan for each nursing unit by keeping in mind number and type of staff, nurse-patient ratio, and an option for new programs. It should also include variable cost including office supplies repair and maintenance of equipment, etc. Nurse managers also involved in planning budgeting-allocation of resources of the department and evaluation of financial status.

### Role in Informatics and Documentation

The role of the nurse as managers in informatics and documentation has emerged as:

- A leader ineffective designing and using health electronic record (HER) system
- Integrator of patient's data
- Partner in decision making
- Advocates for engaging clients and their families.

### As an Evaluator and Auditor

Nurse manager performs the role as a nursing auditor and evaluator to control and regulate how nursing services are used and focused on controlling the cost of services provided. Nurse managers use it as a method of measuring

performance in all areas through observation, questioning, and records. Nurse managers:

- Conduct regular meetings with audit committee members
- Develop standardized tools to gather data
- Prepare and train auditors for auditing
- Prepare an action plan
- Gather information and analyze
- Prepare report
- Modify action plan if required.

### As an Advocate

As an advocate of clients, nurses at the operational level as Nurse Managers play an important role and have a responsibility to protect the human and legal rights. They provide care to all the clients of all age group irrespective of caste, creed, and religion. She informs about the policy of the organization that may conflict their well being with their rights and makes informed decisions by telling pro and cons of a particular treatment and protects the client against receiving inadequate care, etc.

According to Indian Nursing Council (INC) professional Code of Conduct (2006), the nurse as a manager plays important roles as to:

- Ensures appropriate earmark and utilize available resources
- Participates in supervising and teaching nursing students
- Uses judgment for individual competence while accepting and delegating responsibility
- Facilitates conducive and motivating work culture to achieve institutional objectives
- Communicates effectively following appropriate channels of communication
- Participates in performance evaluation; participates in the evaluation of nursing services
- Participates in policy decisions by following the principle of equity and accessibility of services works with individuals to identify their needs.

The heads of nursing units in the hospitals are at the supervisory level and are middle managers. They report to seniors in their departments who are designated as ward sisters or sister grade I. Their main role of ward management are as follows:

- Follow and implement the policies and guidelines issued to them by the top nursing management
- Make duty plans of the nursing personnel of lower level, divide the work to them
- Management of materials, equipment for the operative level nurses
- Coordinate with other departments and team to ensure that the best possible patient care
- Maintain necessary working and therapeutic environment
- Supervise and guide them and also solve their problems
- Maintain good human relation in the unit.

Nurses at the operational level designated as staff nurses or sister grade II. In the hospital, the first line management responsible for the patient care. As a manager, they do perform the following roles:

- Plan and make decisions for rendering nursing care
- Carry out instructions given by their superiors and team members about patient care
- Maintain supplies (drugs, medicines, linen, etc.) and equipment
- Coordinate the activities of other departments and health team members, e.g., with dieticians, or physiotherapists in the care of patients and also in the community she coordinates, implement and supervise the activities of national health programmes
- Communicate their problems to the higher level management.

## CHAPTER HIGHLIGHTS

- Management is a process of planning, organizing, actuating (directing), and controlling performed to determine and accomplish stated objectives by using human and other resources.
- Management is a continuous dynamic social process that includes goal-oriented group activities and required at all levels of the organization. It is universal and considered both art and science.
- There are three viewpoints on administration and management that administration is a higher level function as compared to management, management is a broad term and includes administration, and both management and administration are same.
- There are three levels in the nursing organization: top, middle and lower level. They all carry out managerial functions.
- Effective management is the key to: i) identify vision and mission, ii) achieve a goal, iii) increase efficiency, iv) minimize time and cost, v) ensure proper utilization of resources, and vi) bring harmony in the group.
- Functions of management are planning, organization, and staffing, directing, coordination, reporting and budgeting.
- Nurse as a Manager has multiple managerial role and responsibilities toward nursing services to accomplish its goal and objectives.

## REVIEW QUESTIONS

### I. Essay Type Questions

1. Define management and nursing management. Discuss its main characteristics.
2. Describe functions of management and administration in nursing.
3. Describe principles of management applicable in nursing.
4. "Management is the art of getting things done through other people" discuss.
5. Discuss managerial role of a nurse.

### II. Short Notes

1. Concept of management
2. Differentiate between administration and management
3. Different levels of nursing management
4. Importance of management
5. Management as an art and science

### III. Multiple Choice Questions

1. The management is a process because:
  - a. All persons are involved in managerial functions in an organization
  - b. It deals with concepts and principles in managing the organization
  - c. Some activities are carried out systematically to achieve organizational goals
  - d. Efforts are made to get maximum output
2. The concept that views management as a process of utilizing human and material resources is:
  - a. Traditional
  - b. Functional
  - c. Human-relation
  - d. Integration
3. The concept that views nursing management like a process of coordinating efforts of nursing personnel working in the organization is:
  - a. Decision-oriented
  - b. Personnel-oriented
  - c. Performance-oriented
  - d. Function-oriented
4. Management is universal because:
  - a. It determines how to achieve goals and objectives
  - b. It directs the efforts of the groups
  - c. It operates from top to bottom levels
  - d. It is applicable in all organizations
5. The administration is at a higher level than management because:
  - a. Administration develops a basic framework and concerns with executive functions
  - b. The administration is a part of management
  - c. Management deals with the execution of functions
  - d. Management sets goals and objectives
6. Which type of skill is required by the top nursing management?
  - a. Technical
  - b. Innovative
  - c. Persuasive
  - d. Human-relation
7. A system for maximum utilization of available resources is known as:
  - a. Planning
  - b. Directing
  - c. Organizing
  - d. Coordinating
8. The basic principle of nursing management which advocates that every employee is given only one type of work to bring specialization in every activity is known as:
  - a. Division of work
  - b. Unity of command
  - c. Equity
  - d. Authority

9. The role of a nurse manager in planning nursing services is revealed by:
  - a. Utilizing resources efficiently
  - b. Developing job specification and job descriptions
  - c. Advocating clients and their families
  - d. Framing philosophy, goals, and objectives for the nursing services
10. The principle that refers to mutual understanding, team spirit and cooperation among employees is:
  - a. Initiative
  - b. Equity
  - c. Esprit de Corps
  - d. Discipline

### Answer Keys

1. c    2. d    3. b    4. d    5. a    6. b    7. c  
8. a    9. d    10. c

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# Principles and Practice of NURSING Management and Administration for BSc and MSc Nursing

## Salient Features

- Covers the syllabus as per Indian Nursing Council for undergraduate and postgraduates students nursing
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- Content has the latest concepts about principles of nursing administration and management and delivery of the health system. Adequate emphasis is given to clarify those concepts to form a base for nursing management
- Use of diagrams, tables, and boxes to make content self-explanatory and enhance pedagogical features
- Chapter Outline and Learning Outcome in the beginning, and Chapter Highlights at the end of each chapter provide overview of essential concepts
- Review questions in the form of essay type, short answer, and Multiple Choice Questions with answers for self-assessment
- Each chapter has carefully selected references as suggested for reading for the benefit of readers who might be interested in exploring the topic (s) further.

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ISBN 978-93-90020-01-0



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