

MANAGEMENT IN NURSING

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DEFINITION OF MANAGEMENT

Management may be defined as the art of securing maximum results with a minimum of effort so as to secure maximum prosperity and happiness for both employer and employee and give the public the best possible service.

- Management is the process of reaching organizational goals by working with and through people and other organizational resources.

- Management and administration sometimes appear to be synonymous, but they are not synonymous terms.

MANAGER

- Is a person who controls and manipulates resources and expenditures, to meet the organizational goals.
- OR
- The definition of a manager is a person responsible for supervising and motivating employees and for directing the progress of an organization.

MANAGEMENT PROCESS

- The management process, like the nursing process, includes gathering data, diagnosing problems, planning, interviewing and evaluating outcomes. But in reality each step of the management process is more complex than the nursing process.

- The management process consists of working with human and physical resources and organizational and psychological processes within a creative and innovative climate for the realization of organizational goals.

- Henri Fayol , 1925, first identified the management functions of:
- Planning, Organization, Command, Coordination, and Control.

- Later, Luther Gullick, 1973, expanded these and introduced seven activities of management
- :Planning, Organization ,Staffing, Directing, Coordinating, Reporting, and Budgeting (POSDCORB).

LEVELS OF MANAGEMENT

- there are Three Levels of Management.
- I: Top Level Management
- As the nurse director, responsible for managing nursing departments in the hospital, and all middle managers report to him.

- The main role of the First level manager
- 1. Determines the objectives, policies and plans of the organization.
- 2. Mobilizes (assemble and bring together) available resources.
- 3. Does mostly the work of thinking, planning and deciding. Therefore, they are also called as the Administrators and the Brain of the organization.
- 4. They spend more time in planning and organizing.

- 5. They prepare long-term plans of the organization which are generally made for 5 to 20 years.
- 6. The top level management has maximum authority and responsibility. They are the top or final authority in the organization. They are directly responsible to the Shareholders, Government and the General Public. The success or failure of the organization largely depends on their efficiency and decision making.
- 7. They require more conceptual skills and less technical Skills.

II: MIDDLE LEVEL MANAGEMENT

- The middle level management emphasize more on following tasks :
- 1. Middle level management gives recommendations (advice) to the top level management.
- 2. It executes (implements) the policies and plans which are made by the top level management.
- 3. It co-ordinate the activities of all the departments.
- 4. They also have to communicate with the top level Management and the lower level management.

- 5. They spend more time in coordinating and communicating.
- 6. They prepare short-term plans of their departments which are generally made for 1 to 5 years.
- 7. The middle Level Management has limited authority and responsibility. They are intermediary between top and lower management. They are directly responsible to the chief executive officer and board of directors.
- 8. Require more managerial and technical skills and less conceptual skills.

III: LOWER LEVEL MANAGEMENT

- The lower level management consists of the Foremen and the Supervisors. They are selected by the middle level management. It is also called Operative / Supervisory level or First Line of Management. It is responsible for supervising the work of non-managerial personnel and the day-to-day activities of a specific work unit or units.

- The lower level management performs following activities :
- 1. Lower level management directs the workers / employees. 2. They develops morale in the workers.
- 3. It maintains a link between workers and the middle level management.
- 4. The lower level management informs the workers about the decisions which are taken by the management. They also inform the management about the performance, difficulties, feelings, demands, etc., of the workers.

- 5. They spend more time in directing and controlling.
- 6. The lower level managers make daily, weekly and monthly plans.
- 7. They have limited authority but important responsibility of getting the work done from the workers. They regularly report and are directly responsible to the middle level management.
- 8. Along with the experience and basic management skills, they also require more technical and communication skills.

PRINCIPLES OF MANAGEMENT:

- A principle refers to a fundamental truth.
- Management principles are the statements of fundamental truth based on logic which provides guidelines for managerial decision making and actions.

- The 14 Principles of Management described by Henri Fayol.
- 1. Division of Labor
 - a. Henry Fayol has stressed on the specialization of jobs.
 - b. all kinds of work must be divided & subdivided and allotted to various persons according to their expertise in a particular area.
 - c. Specialization leads to efficiency & economy in spheres of business.
 - d. Authority without responsibility leads to irresponsible behavior whereas responsibility without authority makes the person ineffective.

- 3. Principle of One Boss
- a. A sub-ordinate should receive orders and be accountable to one and only one boss at a time.
- b. In other words, a sub-ordinate should not receive instructions from more than one person because -
 - - It undermines authority. - Weakens discipline. - Divides loyalty. - Creates confusion. - Delays and chaos. - Escaping responsibilities - Duplication of work - Overlapping of efforts
- c. Unity of command provides the enterprise a disciplined, stable & orderly existence.
- d. It creates harmonious relationship between superiors and sub-ordinates.

- 4. Unity of Direction
- a. Fayol advocates one head one plan which means that there should be one plan for a group of activities having similar objectives.
- b. Related activities should be grouped together. There should be one plan of action for them and they should be under the charge of a particular manager.
- c. In fact, unity of command is not possible without unity of direction.

- 5. Equity
- a. Equity means combination of fairness, kindness & justice. b. It implies that managers should be fair and impartial while dealing with the subordinates.
- c. They should give similar treatment to people of similar position. d. They should not discriminate with respect to age, caste, sex, religion, relation etc.
- e. Equity is essential to create and maintain cordial relations between the managers and sub-ordinate.
- f. But equity does not mean total absence of harshness.

- 6. Order
- a. This principle is concerned with proper & systematic arrangement of things and people.
- b. Arrangement of things is called material order and placement of people is called social order.
- c. Material order- There should be safe, appropriate and specific place for every article and every place to be effectively used for specific activity and commodity.
- d. Social order- Selection and appointment of most suitable person on the suitable job..

- 7. Discipline
 - a. “Discipline means sincerity, obedience, respect of authority & observance of rules and regulations of the enterprise”.
 - b. This principle applies that subordinate should respect their superiors and obey their order.
 - c. Discipline is not only required on path of subordinates but also on the part of management.
 - d. Discipline can be enforced if there are good superiors at all levels.

- 8. Initiative
 - a. It means eagerness to initiate actions without being asked to do so.
 - b. Fayol advised that management should provide opportunity to its employees to suggest ideas, experiences& new method of work.
 - c. It helps in developing an atmosphere of trust and understanding.

- 9. Fair Remuneration(fee)
- a. The quantum and method of remuneration to be paid to the workers should be fair, reasonable, satisfactory & rewarding of the efforts.
- b. As far as possible it should accord satisfaction to both employer and the employees.
- c. Wages should be determined on the basis of cost of living, work assigned, financial position of the business, wage rate prevailing etc.
- d. Fayol also recommended provision of other benefits such as free education, medical & residential facilities to workers.

ROLES OF THE MANAGER

- 1. Creating the Vision Successful organizations are led by visionary leaders with a clear understanding of the organization's mission statement. This helps everyone focus on the organization's main purpose.
- 2. Implementing the Vision It is also the manager's role to implement the mission statement by breaking it down into specific, achievable goals. Managers help the workers to recognize how the work they do relates to the overall goal of the organization.

- 3. Facilitating Change Dynamic organizations are always changing, and managers help facilitate the change through their role as change agents. They do this by fully understanding and accepting the need to change and by conveying this rationale to the staff.
- 4. Mentoring Managers who are visionary leaders constantly mentor their staff. It's their role to recognize talent and groom employees for positions of additional responsibility.

- 5. Gathering Information It's the manager's role to gather all relevant information. Managers stay in touch with their superiors and are aware of new trends that might be implemented in the future. They maintain an "open-door" policy with their employees to keep up-to-date with issues that might be causing resentment or discontent among them.

FOUR FUNCTIONS OF MANAGEMENT



- 1. Planning
- Planning means to decide in advance **what is to be done**. It charts a course of actions for the future. It is an intellectual process and it aims to achieve a coordinated and consistent set of **operations** aimed at desired **objectives**.

3 steps to good planning :

1. Which goals should be hunted?
2. How should the goal be attained?
3. How should resources be allocated?

- 2.Organizing
- The management function of organizing can be defined as ,”relating **people and things** to each other in such a way that they are all combined and interrelated into a unit capable of being directed toward the organizational objectives.”

- Work activities required for the organizational performance are separated through:
 - a. Horizontal differentiation (i.e.. Dividing the organization into operational units for more effective and efficient performance.)
 - b. Vertical differentiation (i.e.. Establishes the hierarchy and the number of levels in the organization.

- Directing
- Directing means the **issuance of orders, assignments and instructions** that permit the subordinate to understand what is expected of him, and the guidance and overseeing of the subordinate so that he can contribute effectively and efficiently to the attainment of organizational objectives.

- Directing includes the following activities
 - a. Giving orders.
 - b. Making supervision
 - c. Leading
 - d. Motivating
 - e. Communicating
- 5. Supervision

- . Leading
- Leadership is the ability to inspire and influence others to contribute to the attainment of the objectives. Successful leadership is the result of interaction between the leader and his subordinates in a particular organizational situation.
- There are number of styles of leadership that have been identified such as autocratic, democratic participative leadership.

- 4-Controlling
- Controlling can be defined as the regulation of activities in accordance with the requirements of plans. Controlling is an ongoing and continuous process to ensure that activities conform to plan. It include: quality assurance, performance appraisal, fiscal accountability, legal & ethical control and professional control.

- Steps of control:
- involves four steps.
- a. established of standards.
- b. Measuring performance
- c. Comparing the actual results with the standards.
- d. Correcting deviations from standards.

MANAGEMENT NEEDS/RESOURCES

- 1. The Director of Nursing Resource Management
This individual directs the management of the staffing and payroll functions, nursing supervisors, and the nurse manager of the organization.

- 2. The Staffing and Workforce Office This office is responsible for providing support to the inpatient nursing units and the emergency department for scheduling, staffing and workforce. Its responsibilities include daily staffing, maintaining scheduling changes .

- 3. The Nursing Supervisors The nursing supervisors direct and evaluate nursing care and related activities of the nursing units on the off-shifts and serve as the administrative resource person within the hospital.

- 4. Nurse Manager This individual manages the staff of the organization and the 24-hour operations of the holding areas.
- 5. The Nursing Staff is comprised of the following positions: registered nurse, certified nursing assistants, unit secretaries, and nursing service aides.

FACTORS EFFECTING ON MANAGEMENT

- The degree to which management's decision making style affects information flow by making full use of two-way lateral and vertical communications (Collaborative styles) or by relying mostly on one-way vertical communications (Command and Control styles).

- The types of technology used in the performance management system to generate and process information: Enterprise Resource Planning (ERP), specialized tools (HIS - Health Information Systems, DSS- Decision Support Systems) .

- 3. The level of use of e-commerce and Internet technologies to facilitate the flow of information.
- 4. Competition Health Care Setting that do not jump quickly into a promising service market may be outmaneuvered by their challengers.

- 5. Economy
- The overall economy or health of the company's industry also may negatively affect a manager's ability to plan. When sudden downturns occur, planning must be stopped, adjusted or taken in a new direction. Managers must be flexible to changing outside economic conditions even when they are in the midst of planning a project of special interest to them.

- 6. Managers
- Managers themselves also affect their own planning function. If they are not good planners in general or do not have the experience, education or background in planning required to be successful, they are more likely to plan poorly.

- 7. Information
- When planning occurs, it is vital to have accurate information from consumers, the market, the economy, competitors and other sources. Managers who do not have accurate and timely information are more likely to plan poorly and inadequately.

THEORIES IN NURSING MANAGEMENT

- A: Scientific Management
- Scientific principles measurement of the outcome.
Among the pioneers of the scientific management.
Frederick W. Taylor (1856- 1915) generally
recognized as the father of scientific management.

- B. Classic Organization
- ☐ Classic administration-organization thinking began to receive attention in 1930.
- ☐ It viewed the organization as a whole rather than focusing solely on production, managerial activities and controlling.

- 1. Fayol. Henri Fayol (1841-1925)
- □ Fayol known as the "father of the management process school," was a French industrialist concerned with the management of production shops.

- C. Human Relations
- ☐ The human relations movement began in the 1940s with attention focused on the effect individuals have on the success or failure of an organization.
- ☐ The chief concerns of the human relations movement are individuals, group process, interpersonal relations, leadership, and communication.

- D. Behavioural Science
- □ Behavioural science emphasized the use of scientific procedures to study the psychological, sociological, and anthropological aspects of human behaviour in organizations.



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