

# Management in nursing

## Lecture 1

- **Nursing** is a multidisciplinary profession developed through acquisition of encompasses many competences in nursing skills, interpersonal relations, problem solving and critical thinking, and the understanding of leadership and management processes.
- **Management** can be defined as an act that involves the control, supervision and leading of other persons.
- 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 and administration sometimes appear to be synonymous, but they are not synonymous terms.????*
- **Management** is the process of getting the work done through other people.
- **Nursing management** is the process of working through nursing personnel to promote and maintain health and prevent illness and suffering.

### Manager

Is a person who controls and manipulates resources and expenditures, to meet the organizational goals. **OR**

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.

**Henri Fayola, 1925**, first identified the management functions of **Planning, Organization, Staffing, Directing**, and **Controlling**.

Later, *Luther Gullick, 1973*, expanded these and introduced seven activities of management: *Planning, Organization, Staffing, Directing, supervision, leading, and controlling*

## **Elements of management Process**

### ***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.

### ***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.

### ***3. Staffing***

Staffing is the selection, training, motivating and retaining of some personnel in the organization. Before selection we have to make analysis of the particular job, which is required in the organization., then comes the selection of the personnel. It involves:

manpower planning to have the right person in the right place and avoid **(square peg in the round hole)**. Manpower planning involves the

### ***4. 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**

Supervision is the activity of the management that is concerned with the training and discipline of the work force. It includes follow up to assure the prompt and proper execution of orders.

Supervision is the art of overseeing, watching and directing with authority, the work and behavior of other.

## **6. 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.

## **7. Controlling**

Controlling is an ongoing and continuous process to ensure that activities conform to plan. It includes: quality assurance, performance appraisal, fiscal accountability, legal & ethical control and professional control.

### **Steps of Control:**

1. Established of standards.
2. Measuring performance
3. Comparing the actual results with the standards.
4. Correcting deviations from standards.

### **Levels of Management**

*Generally, 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. 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. The top-level management has maximum authority and responsibility. They are the top or final authority in the organization. *The success or failure of the organization largely depends on their efficiency and decision making.*

## ***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. 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.

## ***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.

## **Roles of the Manager**

1. Creating the Vision
2. Implementing the Vision
3. Facilitating Change
4. Mentoring
5. Gathering Information
6. Evaluating Information
7. Communicating
8. Decision-Making
9. Building Relationships
10. Controlling Climate