

Tikrit University

College of Nursing

Clinical Nursing Sciences



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Nursing Mangement

Management in Nursing

by:

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Part I

Management in Nursing

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.

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).

Characteristics of Management:

1. It is a process of continuing and related activities.

2. It involves and concentrates on reaching organizational goals.
3. It reaches these goals by working with and through people and other organizational resources.

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 to reach the objectives.

Essentials of good planning:

- a. Yields reasonable organizational objectives and develops alternative approaches to meet these objectives.
- b. Helps to eliminate or reduce the future uncertainty and chance.
- c. Helps to gain economical operations.
- d. Lays the foundation for organizing.
- e. Facilitates co-ordination.
- f. Helps to facilitate control.
- h. Dictates those activities to which employees are directed.

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).

The formal organization depends on the following basic principles:

1. Responsibility

Responsibility in an organization is divided among available personnel by grouping the functions that are similar in objectives and content. This should be done in a manner that avoids overlaps and gaps as much as possible. Responsibility may be continuing or it may be terminated by the accomplishment of a single action.

2. Authority

When responsibility is given to a person, he must also be given the authority to make commitments, use resources and take the actions necessary to carry out his responsibilities.

3 . Staffing

Staffing is the selection, training, motivating and retaining of a 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.

Manpower planning involves the following steps:

- a. Scrutiny of present personnel strength.
- b. Anticipation of manpower needs.
- c. Investigation of turnover of personnel.
- d. Planning job requirements and job descriptions.

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. Supervision.
- c. Leading.
- d. Motivating.

c. 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 and democratic (participative leadership). The continuum of leadership styles, ranges from the completely authoritarian situation with no subordinate participation to a maximum degree of democratic leadership, enabling the subordinate to participate in all phases of the decision making process

7. 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:

- a. Established of standards.
- b. Measuring performance.
- c. Comparing the actual results with the standards.
- d. Correcting deviations from standards.