



Nursing Management

DEPARTMENT OF NURSING MANAGEMENT

Management Definitions

- Process that involves the coordination of human and material resources towards the accomplishment of certain objectives
- Accomplishment of objectives through efforts of other people(Terry)

Management



- ▶ Management can be seen as
 1. A process
 2. A profession
 3. A factor of production
 4. A field of study
 5. A group of people that supervise an organization

Organizations



- Social units(or human groupings) deliberately constructed and reconstructed to seek specific goals (Talcott Parsons)
- Is a system of consciously coordinated personal activities of forces with specific goals (Barnard)



Management Theories

CLASSICAL THEORIES

Scientific Management Theory

- ▶ Frederick W. Taylor's "One Best Way" from his time and motion studies
- ▶ Taylor is the Father of Scientific Management
- ▶ Machine Model – viewed man as a means of production (economic man model)

Scientific Management Theory



- ▶ Productivity at the level of the worker (skills, physical attributes)
- ▶ His management said reduced wasted efforts, set standards for performance, encourage specialization and, stress the selection of qualified workers who could be developed for a particular job.

Scientific Management Theory

- ▶ **Basic Principles of the Machine Model**
 - ▶ **Division of labor and specialization**
 - ▶ **Unity of command and centralization of decision-making**
 - ▶ **One way authority**
- ▶ **Narrow span of control**

Scientific Management Theory

- ▶ Concerned with optimizing effort at the shop or operator level and therefore utilizes micro approach

Administrative Management Theory

► Henry Fayol(1841-1925) French

administration as a process as opposed to the prevailing practice wherein administration is under control of specialists.

Administrative Management Theory

- ▶ According to Fayol, administrative management was concerned or focused on the formal organization structure and the delineation of the basic processes of general management:
 - ▶ Planning – examining the future and drawing up the plan of action
 - ▶ Organizing – building up the structure, material, human resources of the undertaking
 - ▶ Command – maintaining activity among the personnel
 - ▶ Coordination – binding together
 - ▶ Control – conformity

Administrative Management Theory

- ▶ **Fayol's 14 Management Principles**
 - ▶ ***Division of Work***- This principle is the same as Adam Smith's "division of labor."
 - ▶ ***Authority***-Managers must be able to give orders. Authority gives them this right. Along with authority, however, goes responsibility. Wherever authority is exercised, responsibility arises.

Administrative Management Theory

- ▶ Fayol's 14 Management Principles
 - ▶ *Discipline- Employees must obey and respect the rule that govern the organization. Good discipline is the result of effective leadership, a clear understanding between management and workers regarding the organization's rules and the judicious use of penalties for infractions of the rules.*
 - ▶ *Unity of Command- Every employee should receive orders from only one superior..*

Administrative Management Theory

► Fayol's 14 Management Principles

- *Unity of Direction- Each group of organization activities that have the same objective should be directed by one manager using one plan.*
- *Subordination of Individual Interests to the General Interest- The interest of any one employee should or group of employees should not take precedence over the interests of the group as a whole.*

Administrative Management Theory



► Fayol's 14 Management Principles

- *Remuneration- Workers must be paid a fair wage for their services.*
- *Centralization- This term refers to the degree to which subordinates are involved in decision making. Whether decision making is centralized (to management) or decentralized (to subordinates) is a question of proper proportion. The task is to find the optimum degree of centralization for each situation.*

Administrative Management Theory



► Fayol's 14 Management Principles

- *Scalar Chain- The line of authority from top management to the lowest ranks represents the scalar chain. Communications should follow this chain. However, if following the chain creates delays, cross communications can be allowed if agreed to by all parties superiors are kept informed.*
- *Order- People and materials should be in the right place at the right time.*

Administrative Management Theory

► Fayol's 14 Management Principles

- *Equity- Managers should be kind and fair to their subordinates.*
- *Stability of Tenure of Personnel- High employee turnover is inefficient. Management should provide orderly personnel planning and ensure that replacements are available to fill vacancies.*
- *Initiative- Employees who are allowed to originate and carry out plans will exert high levels of effort.*

Administrative Management Theory

- ▶ **Fayol's 14 Management Principles**
 - ▶ *Esprit de Corps- Promoting team spirit will build harmony and unity within the organization.*
- ▶ *Management was a universal function that could be defined in terms of the various processes that the manager performed*

Luther Gullick and Lyndall Urwick (1937) incorporated Fayol's theory into American administration – “Duties of an administrator” **POSDCORB**

- Planning
- Organizing
- Staffing
- Directing
- Coordinating
- Reporting
- Budgeting

Bureaucratic Model

- ▶ Relies on rational set of structuring guidelines, such as rules and procedures, hierarchy, and a clear division of labor
- ▶ The bureaucracy is a formal organization

Bureaucratic Model



- ▶ **Max Weber popularized the model**
- ▶ **Max Weber's Bureaucratic characteristics**
 1. **Division of Labor**
 2. **Fixed authority and official jurisdiction**
 3. **Heirarchal arrangement of officers**
 4. **Written formal rules**
 5. **Impersonality**
 6. **Specialization**
 7. **Security of tenure**

Bureaucratic Model

- ▶ Webers rules (criteria on how to construct organizations)
 1. Organizations are impersonal and are subject to authority
 2. Organized in clearly defined hierarchy of offices
 3. Each office has area of competence
 4. Office is filled by way of a free contractual relationship and there is free selection for the positions
 5. Technical qualification is basis of selection

Bureaucratic Model

6. Members are remunerated by fixed salaries; right to pensions; salary scale according to rank; right to resign
7. Office is sole primary occupation of the members
8. Office constitutes a career with a promotion system
9. Official work separated from ownership of the means of administration
10. Members subject to strict and systematic discipline and control in the conduct of the office



Management Theories

HUMAN RESOURCES APPROACH

Elton Mayo

- ▶ One of fathers of human relations movement
- ▶ Basic principles of human relations from Mayo and Hawthorne experiments:
 - a. Social norms and supervision
 - b. The group or democratic administration
 - c. Rewards and sanctions

Hawthorne Studies

- ▶ Conducted by Western Electric industrial engineers to examine the effect of various illumination levels on workers productivity
- ▶ Mayo concluded that behavior and sentiments were closely related, that group influences significantly affected individual behavior, that group standards established individual worker's output, and that money was less a factor in determining output than group standards

Humanism



- ▶ Creation and development of human centered organizations to fulfill the needs and wants of the human personality.
- ▶ Mary Parker Follet viewed management as a social process and the organization as a social system

Theory X and Theory Y

- ▶ Proposed by Douglas McGregor
- ▶ Theory X: essentially negative view of people- little ambition, dislike work, avoids responsibility, and needs to be closely directed to work effectively

Theory X and Theory Y

- ▶ Theory Y: positive view – people can exercise self-direction, accept responsibility and consider work to be as natural as rest or play
- ▶ Theory Y assumptions best captured true nature of workers and should guide management practice.



Management Theories

CONTEMPORARY/ MODERN THEORIES

Contingency Theory

- ▶ Asserts that when managers make a decision, they must take into account all aspects of the current situation.
- ▶ The best style depends on the situation.
- ▶ “It depends” approach

Contingency Theory



- ▶ Most important managerial skills are
 - ▶ Decision-making
 - ▶ Inter- personal skills
 - ▶ Communication
 - ▶ Negotiating skills
 - ▶ Delegating



Management Functions

Management Functions

- ▶ Planning
- ▶ Organizing
- ▶ Directing
- ▶ Controlling

Planning



- ▶ Occurs in various ways and at all levels
- ▶ Setting organizational goals
- ▶ Development of strategies for achieving the goals of org. standards, levels of equality, need to be met in completing the tasks

Planning



- ▶ 3 kinds
 - Strategic Planning – long-range
 - Practical Planning
 - Contingency Planning – a alternative courses of action when the primary plans don't achieve the goals

Organizing

- ▶ The way the organization allocates resources, assigns tasks, and goes about accomplishing goals
- ▶ Shown by organizational chart

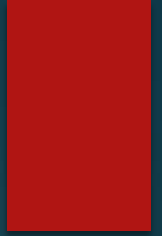
Directing

- ▶ Supervising or leading workers to accomplish organization's objectives
- ▶ Involves
 - ▶ Making assignments
 - ▶ Assisting workers to carry out assignments
 - ▶ Interpreting organizational policies
 - ▶ Informing workers of how well they are performing

Controlling

- ▶ Evaluation activities that a manager must perform
- ▶ Process of determining if the company's goals and objectives are being met

The Nurse Manager in the Health Facility



Nurse Managers (Sullivan and Decker, 1988)

- ▶ Perform these roles simultaneously:
 - ▶ Subordinates
 - ▶ Superiors
 - ▶ Customer service representatives
- ▶ 2. Key leadership position directly related to the delivery of nursing care

Characteristics of an Integrated Leader-Manager (Gardner, 1990)

- ▶ They think long term.
- ▶ They look outward, toward the larger organization.
- ▶ They influence others beyond their own group.
- ▶ They emphasize vision, values and motivation.
- ▶ They are politically astute.
- ▶ They think in terms of change and renewal.

Job Description of a Nurse Manager (Sullivan and Decker, 1988; Marquis and Huston, 2006)

Position Purpose

- ▶ Serves as the official supervisor of an assigned division and functions to: plan, direct, coordinate, implement, control, evaluate and improve the quality of patient care delivered

Specific Responsibilities

- ▶ Plans and executes administrative programs within the framework of total nursing service program.
- ▶ Interviews, selects, formally evaluates and terminates nurses in the unit.
- ▶ Establishes standards, goals, objectives, priorities and facilities change based on the needs of patients and their families, physicians and staff based on the results of various recommendations.

Specific Responsibilities

- ▶ Holds regularly scheduled staff meetings, which provide opportunities for discussion of division problems, orientation to new projects, procedures, changes in care approaches, etc.
- ▶ Contributes to creating a work climate that encourages positive staff morale, motivation and commitment.

Specific Responsibilities

- ▶ Supervises the allocation of division resources while remaining accountable to an established budget.
- ▶ Controls work time schedules for entire staff and makes the scheduling adjustments when necessary.
- ▶ Equitably delegates patient care/division maintenance assignments and authority according to perceived strengths and limitations of subordinates and maintaining accountability. It requires:

Specific Responsibilities

- ▶ Advocates for both patient and staff and convince the administration of the need and value of individualized care.
- ▶ Evaluates the quality of care provided alongside the standards and policies.

Classifications

1. Public Health Nurse Manager
 - Direct's, manages, supervises and coordinates program development, fiscal management and programs and activities of the District's health care programs
 - Provides innovations in services and programs
 - Collaborates and contracts for activities with other health care professionals and outside agencies

Classifications

2. Clinical Nurse Manager

- Provides direction and clinical supervision of patient care in a particularly assigned area in the hospital
- Be a professional caregiver with clinical and supervisory experience that promotes an atmosphere that is responsive to the need of the patients, nursing and medical staff
- Promotes the philosophy, goals and objectives of the hospital

Levels



- ▶ **First-line manager**
 - ▶ Oversees employees
 - ▶ Deals with immediate problems in daily operations, organizational needs and employee's personal needs
 - ▶ Motivates staff to achieve goals of organization
 - ▶ Represents staff to upper administration

Levels



- ▶ **Middle Manager**
 - ▶ Coordinates with actions of lower hierarchical employees
 - ▶ Serves as channel between lower and top-level managers
 - ▶ Carries out day to day operations but still involved in some long-term planning and establishing unit policies

Levels

▶ Top Manager

- ▶ Looks at organization in broader context, coordinates internal and external influences
- ▶ Determines philosophy of organization
- ▶ Sets policies
- ▶ Creates goals and policies for resource allocation
- ▶ Less involved in day to day operations

Levels

- ▶ **Charge Nurse**
 - ▶ Liaison to the nurse manager, assisting in shift by shift coordination and promotion of quality patient care as well as efficient use of resources.
 - ▶ Often troubleshoots problems, assists in decision making
 - ▶ Role model, mentor, educator
 - ▶ May have more informal power than manager

Levels



- ▶ **Staff Nurse**
 - ▶ **Not formally a manager**
 - ▶ **Supervises others to ensure safe, quality patient care**