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Nursing Administration

for PB BSc Nursing

As per the INC Syllabus

Nima VP

2nd Edition

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Principles and Practices of Administration

1
UNIT

CHAPTER OUTLINE

- Significance, Elements, Principles of Administration and Theories
- Organization of Hospital—Definition, Aims, Functions and Classifications, Health Team
- Policies of Hospital, Different Departments with Special Emphasis to Department of Nursing and Office Management
- Responsibilities of the Nursing Personnel especially of Ward Sister, Medicolegal Aspects, Concept of Cost-effectiveness.

Glossary

- *Administration:* The word 'administer' derived from the Latin word 'ad+ministrare', meaning care of the people or look after the people.
- *Budget:* It is an operational plan for a definite period, usually a year. Expressed in financial terms and based on expected income and expenditure.
- *Coordination:* It is the integrating process in an orderly pattern of group efforts in an organization towards the accomplishments of a common objective.
- *Directing:* It means getting the things done by giving the specific direction to the concerned people in the organization.
- *Organizing:* It means bringing all the men, money, material and resources for achievement of organizational goal.
- *Planning:* Planning is the blueprint of organization on which total functions are carried out in the organization.
- *POSDCORB:* Luther Gulick coined the word POSDCORB to describe the functions of management as Planning, Organization, Staffing, Directing, Coordination, Reporting and Budgeting.
- *Staffing:* Appointment of suitable quality personnel having desired qualification and experience for the suitable job in the organization.

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INTRODUCTION

The administrative and operative functions in order to be effective need various processes. These processes are described as elements of administration. For a scientific administration there is a need for definite principles which help the administration to use them as guidelines in managing any organisation smoothly.

This unit focuses on administrative process, elements and principles of administration. The process is based on goal orientation meaning that all the actions are directed towards the achievement of goals. The process tries to define the nature of jobs to be performed by all the personnel including manager; tries to maintain a sequence and interrelationships of managerial functions like planning, organising, staffing, directing, coordinating and controlling etc.

The process is common to all the organisations whether it be a hospital, community health centre, college, school or office.

The administrative process is carried out by some functions which are explained as elements

MEANING AND DEFINITIONS

The word 'administration' is derived from the Latin word 'ad + ministrare', meaning to care for or to look after the people to manage the affairs.

Definitions

- Administration can be defined as the activities of groups cooperating to accomplish common goals.

  —Simon, Smithburg, Thompson, 1950
- Administration is direction, co-ordination and control of many persons to achieve some purposes and objectives.

  —LD White
- Administration is the organization and direction of human and material resources to achieve the desired ends.

  —Pfiffner and Presthus
- Administration is the activities of groups co-operating to accomplish common goals.

  —Herbert A Simon

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- Administration has to do with getting things done; with the accomplishment of defined objectives.

—Luther Gullick

NATURE OF ADMINISTRATION

- It is universal.
- It is holistic.
- It is a continuous and ongoing process.
- It is social and human.
- It is dynamic.
- It is creative or innovative.

SIGNIFICANCE OR FEATURE OF ADMINISTRATION

Administration process is intellectual, social, dynamic and creative. The feature or nature of administration is as follows:

- **It is universal** because irrespective of nature and objectives of the organization, all basic elements of administration, such as planning, organizing, staffing, and selecting, coordinating, reporting, budgeting can apply for its effective achievement of goals.
- **It is holistic:** The whole process of administration embraces the organization and its function in entirety, i.e. it involves total activities of the organization.
- **It is intangible** since administration is visualized as abstract. It cannot be transferable to anywhere, so every organization has to develop its own administrative style within the contact of functional elements of administration.
- **It is a continuous and ongoing process:** The cycle of administration goes on continuously.
- **It is goal-oriented:** Administration is always struggling to achieve the laid-down goals and objectives of the organization.
- **It is social and human:** Usually in an administration, there will be a group of people who are there to achieve the objective, it needs goal, social and interpersonal contact or relationship to achieve the goal.
- **It is dynamic:** Administration has the elements of flexibility and adaptability and adjustability, rising to the needs and the demands of different situations.

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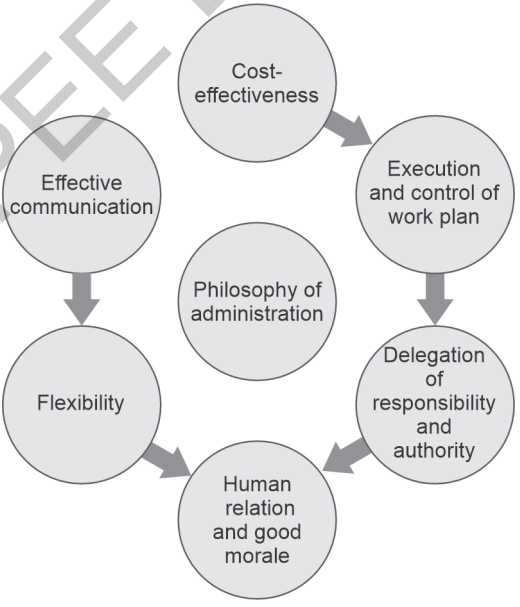
- **It is creative or innovative:** To have an effective administration, existed administration provides innovative offers and invites creative ideas from its organizational teams.

PHILOSOPHY OF ADMINISTRATION (FLOWCHART 1.1)

This philosophy underlying the whole of administration, particularly as it applies to health work, is based on the following key points:

1. *Cost-effectiveness:* In administration, cost-effectiveness plays a major role. The quality, quantity, availability of the resources, proper time, good utilization of space and cost are necessary to reach the objective. If the recourses of health work in trained persons and in financiers were unlimited, the need for constant attention to these factors would not be great. This is beneficial to public, organization, employee and employer.
2. *Execution and control of work plan:* In the organization, utilization of optimum resources plays important role in saving the time, money, manpower, material which need the correct planning and implementation of plan of action. Evolution, execution

Flowchart 1.1: Philosophy of administration.



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and control of work plans, obtaining the factual evidence should always be the first step.

3. *Delegation of responsibility and authority:* Delegation of power or authority and responsibility plays a major role for smooth functioning of organization. The administrator cannot do all the work. Therefore, with principles, delegation of responsibilities should be followed to the utmost extent, consistent with efficiency and coordination of policy. It helps in the speedy decision at lowest level in all organizations.
4. *Human relation and good morale:* Keeping the good relation of subordinate with the management of people is an important function of administration. This philosophy helps in the success of the organization goal. It is maintained by identification of work of the employee, allowing to participate in the decision-making, respect, remuneration, security of the job, promotion, etc.
5. *Effective communication:* Effective communication impacts on effective administration. Staff must be adequately and correctly informed about plan, methods, schedules, problems, events and progress. All the employees should be provided the job description, area of the practice, rules and regulations in the organization, clear-cut remuneration, working hours, supervisors, line of authority, etc. There is a need to pass all the necessary information, instruction or knowledge for practical application clearly to rule out misunderstanding. Communications must flow from the bottom upwards, as well as from top to down.
6. *Flexibility:* Administrators must be completely flexible to meet the changing needs of the situation.

ELEMENTS OF ADMINISTRATION

Introduction of POSDCORB

Fayol's influence upon Gulick is readily apparent in the five elements of management discussed in his book:

- Planning—examining the future and drawing up to plan areas of actions
- Organizing—building up the structure (labor and material) of the undertaking
- Command—maintaining activity among the personnel

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- Coordination—unifying and harmonizing activities and efforts
- Control—seeing that everything occurs in conformity with policies and practices.

In 1937, social scientists Luther Gulick and L Urwick (Papers on the Science of Administration) described seven 'major activities and duties of any higher authority of organization'. Since then, the acronym POSDCORB is used to describe the 7 functions of managers.

Origin of POSDCORB

History

Gulick and Urwick built their ideas on the earlier 14 Principles of Management by Fayol. Note that in 1937, the prevalent thinking was the separation of politics and administration. Gulick advocated that it was impossible to separate the two **(Table 1.1)**.

Table 1.1: POSDCORB functions and activities.

Functions	***Activities***
Planning	Working out the broad outline of the things that need to be done and the methods for doing them to accomplish the purpose which is set for the enterprise
Organizing	The establishment of the formal structure of authority through which work subdivisions are arranged, defined and coordinated for the defined objective of the organization
Staffing	The whole personnel function of bringing in and training the staff and maintaining favorable conditions of work, both qualitative and quantitative
Directing	The continuous task of making decisions and embodying them in specific and general orders and instructions and serving as the leader of the enterprise
Coordinating	Interrelating the various entities and processes of the work
Reporting	Keeping those to whom the executive is responsible as well as subordinates informed through records, research and inspections
Budgeting	With all that goes with budgeting in the form of planning to ensure sources of income, accounting and control on expenditures

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1. **Planning:** It is the process of thinking about and organizing the activities required to achieve a desired goal. Planning is a fundamental property of intelligent behavior. An important planning is the relationship it holds with forecasting. Forecasting can be described as predicting what the future will look like, whereas planning predicts what the future should look like. The counterpart to planning is spontaneous.
   - It is deciding in advance what to do, how to do it, when to do it, and who should do it. It maps the path from where the organization is to where it wants to be. The planning function involves establishing goals and arranging them in a logical order. Administrators engage in both short-range and long-range planning.
   - Planning involves choosing tasks that must be performed to attain organizational goals.
   - Outlining how the tasks must be performed, and indicating when they should be performed.
   - Planning activity focuses on attaining goals.

   A basic *management function* involves formulation of one or more *detailed plans* to *achieve optimum balance* of *needs* or *demands* with the available *resources.*

   The *planning process:*
   - Identifies the *goals* or *objectives* to be achieved.
   - Formulates *strategies* to achieve them.
   - Arranges or *creates* the *means required*.
   - Implements, directs, and *monitors* all steps in their proper sequence.
2. **Organizing:** It is the act of rearranging elements following one or more organizations. These are groups of people organized for some purpose, such as business or political activities. Organizing can be thought of as assigning the tasks developed in the planning stages, to various individuals or groups within the organization.
   - Organizing involves identifying responsibilities to be performed, grouping responsibilities into departments or divisions, and specifying organizational relationships.
   - The purpose is to achieve coordinated effort among all the elements in the organization (Coordinating).
   - Organizing must take into account delegation of authority and responsibility and span of control within supervisory units.

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- Organizing is to create a mechanism to put plans into action.
- People within the organization are given work assignments that contribute to the company's goals.
- Tasks are organized so that the output of each individual contributes to the success of departments, which, in turn, contributes to the success of divisions, which ultimately contributes to the success of the organization.

3. **Staffing:** It is the process of acquiring, deploying, and retaining workforce of sufficient quantity and quality to create positive impacts on the organization's effectiveness. It means filling job positions with the right people at the right time. It involves determining staffing needs, writing job descriptions, recruiting and screening people to fill the positions.
   - Acquisition comprises the recruitment processes leading to the employment of staff. It includes human resource planning to identify what the organization requires in terms of the number of employees needed and their attributes (knowledge, skills and abilities) in order to effectively meet job requirements in addition to the selection techniques and methods of assessment to identify the most suitable candidates for a particular job.
   - Deployment involves decisions about how those recruited will be allocated to specific roles according to business demands.
   - It also concerns the subsequent appointment to more advanced jobs through internal recruitment, promotion or reorganization.
   - Retention deals with the management of the outflow of employees from an organization. This includes both managing voluntary activities such as resignation, and controlling involuntary measures, whereby employees are managed out of the organization through redundancy programs or other types of dismissal.
4. **Directing:** It means giving instructions, guiding, and counseling, motivating and leading the staff in an organization in doing work to achieve organizational goals. Directing is a key managerial function to be performed by the manager along with planning, organizing, staffing and controlling. From top executive to supervisor, all perform the function of directing and it takes place accordingly wherever superior-subordinate

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relations exist. Directing is a continuous process initiated at top level and flows to the bottom through organizational hierarchy.
   - It refers to leading people in a manner that achieves the goals of the organization. This involves proper allocation of resources and providing an effective support system.
   - Directing requires exceptional interpersonal skills and the ability to motivate people. One of the crucial issues in directing is to find the correct balance between emphasis on staff needs and emphasis on economic production.
5. **Coordination:** It is the synchronization and integration of activities, responsibilities, and command control and structures to ensure that the resources of an organization are used most efficiently in pursuit of the specified objectives. Along with organizing, monitoring, and controlling, coordinating is one of the key functions of management.
6. **Reporting:** It is a brief guide to enterprise reporting. It is intended to help people who have to rapidly come to grips with concepts in enterprise reporting. Target roles include project managers, business analysts and system architects.
7. **Budgeting:** It is the process of creating a plan to spend money. Creating this spending plan allows you to determine in advance whether you will have enough money to do the things you need to do or would like to do.

THEORIES OF ADMINISTRATION (FLOWCHART 1.2)

These are:

- Scientific Management Theory
- General Administrative Theory
- Human Relations Theory—The Work of Mary Parker Follett, Elton Mayo
- Quantitative approach, organizational behavioral approach
- Human behavior theory—Kurt Lewin, Douglas McGregor: Theory X and Theory Y
- The Open-Systems View
- *Scientific management theory:*
   - Frederick W Taylor (1856–1915)
   - Henry Gantt (1861–1910)
   - Emerson (1853–1936)
   - Charles Babbage (1792–1871)

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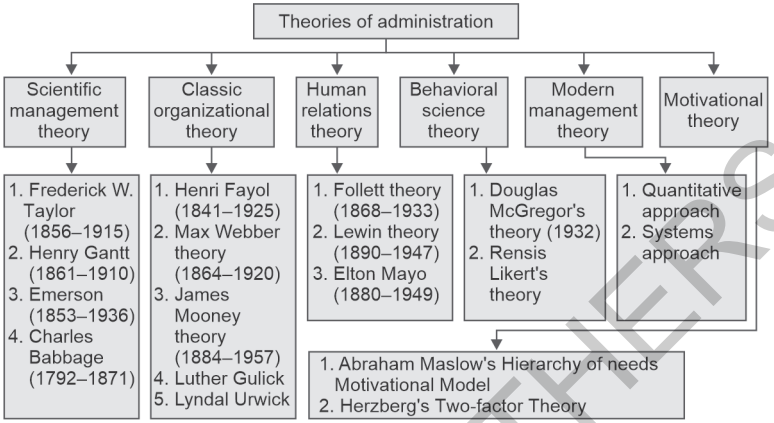
Flowchart 1.2: Theories of administration.



- *Classic organizational theory:*
  - Henri Fayol (1841–1925)
  - Max Webber Theory (1864–1920)
  - James Mooney Theory (1884–1957)
  - Luther Gulick
  - Lyndal Urwick
- *Human relations theory:*
  - Follett Theory (1868–1933)
  - Lewin Theory (1890–1947)
  - Elton Mayo (1880–1949)
- *Behavioral science theory:*
  - Douglas McGregor's Theory (1932)
  - Rensis Likert's Theory
- *Modern management theories:*
  - Quantitative Approach
  - Systems Approach—Open System Model
  - Contingency Approach
  - Critical Theory versus Critical Thinking
- *Motivational theories:*
  - Abraham Maslow's Hierarchy of Needs Motivational Model.
  - Herzberg's Two-factor Theory.

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Scientific Management Theory

Frederic Winslow Taylor (1856–1915)

At the turn of the century, the most notable organizations were large and industrialized and often included ongoing, routine tasks that manufactured a variety of products. 'The United States highly prized scientific and technical matters, including careful measurement and specification of activities and results. Management tended to be the same. Frederick Taylor developed the 'scientific management theory' which espoused this careful specification and measurement of all organizational tasks. Tasks were standardized as much as possible. Workers were rewarded and punished. This approach appeared to work well for organizations with assembly lines and other mechanistic, routinized activities.'

FW Taylor, a mechanical engineer, was born in Pennsylvania, educated in a steel company and a paper mill invented several industrial tools and conducted research on methods of training the workers for increased production.

In 1911, Frederick Winslow Taylor published the book *Principles of Scientific Management*, outlining the scientific management theory. This theory describes the use of scientific methods to identify the one best way for a job to be done. Taylor's theory created a mental revolution by defining guidelines for improving production efficiency.

Taylor defined four principles of scientific management:

1. Develop a science for every job component to replace the old rule-of-thumb method.
2. Scientifically select, hire, and train workers.
3. Cooperate with workers to ensure work is completed in accordance with the scientific principle developed for the job.
4. Divide work equally between management and workers.

Taylor's ideas spread across the United States and other countries, inspiring others to study the theory. He became known as the 'father of scientific management'. Frank and Lillian Gilbreths followed Taylor's scientific management studies. The Gilbreths focused on using tools and equipment to optimize worker efficiency. They studied hand-and-body motions to

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reduce the amount of time it took for workers to complete each motion. Guidelines and techniques developed by Taylor and the Gilbreths are still used in organizations today. As managers select the best qualified employee for the job, eliminate wasted time and body motions, and incent employees based on performance, they are following the principles of scientific management.

Henry Gantt (1861–1910)

Gantt was concerned with problems related to efficiency. He contributed to scientific management by refining the previous work of Taylor than introducing new concepts.

- He studied the amount of work planned or completed on one axis to the time needed or taken to complete a task on the other axis.
- Gantt also developed a task and bonus remuneration plan, whereby workers received a guaranteed days' wages plus a bonus for production above the standard to stimulate higher performance.
- Gantt recommended to select workers scientifically and provided with detailed instructions for their tasks.
- He argued for a more humanitarian approach by management, placing emphasis on service rather than profit objectives.
- He recognized useful nonmonetary incentives, such as job security and encouraging staff development.

Emerson (1853–1936)

His emphasis was on conservation and organizational goals and objectives.

He defined principles of efficiency related to:

- Interpersonal relations and to system in management.
- Goals and ideas should be clear and well-defined as the primary objective is to produce the best product as quickly as possible at minimal expense.
- Changes should be evaluated—management should not ignore 'commonsense' by assuming that big is necessarily better.
- 'Competent counsel' is essential.

Theory explains about:

- Management can strengthen discipline or adherence to the rules by justice, or equal enforcement on all records, including

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