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Management of NURSING Services & Education







BT Basavanthappa

SECOND EDITION



Contents

1. Introduction to Management in Nursing **1**

Definition, Concept and Theories *1*
Concept of Management and Administration *3*
Principles of Administration *8*
Principles of Management *10*
Elements of Administration/Management *11*
Theories of Management *12*
Modern Management Theories *30*
Need for Management in Nursing *32*
Techniques of Management *34*
Functions Management *39*
Role of Nurse as Manager *49*

2. Planning **51**

Definitions of Planning *52*
Nature and Principles of Planning *52*
Planning Process in Health Services *58*
Skills Needed for Planning *60*
Decision-making Process in Nursing *65*
Decision-making Tools *66*

3. Organizing **76**

Definitions of Organization *76*
Environment of an Organization *78*
Nature of Organization *80*
Importance of Organization *81*
Theories of Organization *83*
Principles of Organization *90*
Steps in Organization *97*
Types of Organization *99*

Trends in Organization Structures *103*
An Analysis of Organization Structure *105*
Organization Structure in an Era of Information Technology *107*
Organizational Structure in Nursing *109*
Decision Making within the Organizational Hierarchy *113*
Stakeholders *113*
Limitations of Organization Charts *116*
Advantages of Organization Chart *117*
Disadvantages of Organization Chart *117*

4. Staffing **118**

Staffing Policies *121*
RoleS and Functions of Manager in Staffing *125*
Philosophy of Staffing in Nursing *127*
Objectives of Staffing in Nursing *127*
Recruitment Process *128*
Sources of Recruitment *129*
A Guide to Staffing Nursing Services *132*
Staffing in Hospitals and Community Setting *136*
Staffing Formulas/norms *138*
Workload Measurement Tools *140*

5. Human Resource Management **149**

Definitions of Human Resources Management (HRM)/Or Personnel Management *149*
Objectives of Human Resource Management *150*
Key Operations According to the Functions and Objectives *154*
Manpower Planning *156*
Determining the Number of Personnel *165*
Health Manpower Planning *168*
Health Manpower Management *169*

6. Budgeting **190**

Significance of Budget *191*
Purposes of Budget *193*
Prerequisites of Budget *193*
Features and Importance of Budget *196*
Principles of Budget *196*
Types of Budgets *197*
Approach to Budgeting *198*

Advantages and Disadvantages of Budget *200*
Classification of Budget *201*
Trends in Budgeting *201*
Budget in Health Care Systems *202*
Budgeting Process *203*
Terms used in Budgeting *205*
Audit *207*
Role of the Nurse Manager in Budgeting *209*
Costing Out Nursing Services *212*

7. Directing **215**

Motivation *216*
Role of Manager in Motivation *238*
Leadership *241*
Types of Leadership *258*
Emotional Intelligence and Leadership *264*
Leadership and Management *264*
Leadership in Management of Nursing Service *265*
Effective Leadership Style *265*
Qualities of a Nursing Leader *265*
Leadership Styles *266*
Communication *273*
The Impact of Technology on Contemporary Organizational Communication *300*
Barriers to Communication *301*
Group Communication *303*
Group Dynamics *304*
Applications of Group Dynamics in Nursing Management *309*
Supervision *311*
Organizational Culture *318*

8. Controlling **321**

Quality *321*
Purposes of Quality *322*
Quality Control *324*
Standard as a Device for Quality Control (QC) *328*
Audit as a Tool for Quality Control (QC) *329*
Quality Management *331*
Total Quality Management (TQM) *332*
Nursing Audit *336*

Nursing Standards *339*
Nursing Care Standards in Ward Management *344*
Quality Improvement *348*
Quality Assurance *356*
Peer Review *361*
Quality Circles *362*
Risk Management *366*

9. Management of Nursing Services in the Hospital and Community 369

Introduction to Hospital *369*
Definitions of Hospital *369*
Philosophy of the Hospital *370*
Objectives of the Hospital *371*
Scope of Hospital *371*
Evolution of Hospitals in India *372*
Classification of Hospitals *373*
Hospital Utilization *375*
Hospital Departments *377*
Planning Job Requirements and Job Descriptions of Hospitals *385*
Deciding Work Load Ratios and Personnel Strength in Various Departments *389*
Policy, Rules and Regulations of Hospital *394*
Hospital Infection Control *398*
Nursing Service Administration *403*
Planning for Hospital Nursing Service *404*
Basis for Philosophy of Nursing *407*
Philosophy of Nursing Service in Hospital *410*
Nursing Service Administration Unit *411*
Goals and Objectives of Nursing Service Department *418*
Organization and Management of Nursing Service Unit *419*
Factors Influencing Ward Management *422*
Modes of Organizing/Nursing Care Delivery System *425*
Planning: Emergency and Disaster Management *436*
Nursing Supervision *438*
Application of Management Concepts for Nursing Service in Hospital *446*
Role of Chief of Nursing Service in Hospital *450*
Evaluation of Nursing Service *452*
Performance Evaluation *454*
Personnel Management in Nursing *470*
Material Management in Nursing *473*
Financial Management in Nursing *486*

Budgeting in Hospital *488*
Reporting and Recording *499*
Documentation System *509*

10. Organizational Behavior and Human Relations 531

Definition *531*
Objectives of Organizational Behavior *531*
Factors Influencing Organizational Behavior *532*
Characteristics of Organizational Behavior *532*
Basic Concepts of Organizational Behavior *532*
Role of Organizational Behavior in Organization *534*
Organizational Behavior System *534*
Interpersonal Relationship and Human Relations *535*
Barriers to IPR and Measures to Overcome *543*
Human Relations *544*
Employees Unions *560*
Associations *561*
Public Relations *562*
Nurses Role in Improving Hospital Public Relations *564*
Public Relations in the Context of Nursing *564*

11. Staff Development (In-service Education) 565

Need for Staff Development *565*
Philosophy of Staff Development *566*
Importance of Learning *567*
Principles of Learning *568*
Motivation and Learning *569*
Training *570*
Functions of Staff Development Program *577*
Staff Development Model for Goal Achievement of the Health Care Agency, the Nurse and the Nursing Profession *578*
Types of Staff Development *580*
Need for Continuing Education in Nursing *581*
Administrative Structure of a Staff Development Program *582*
In-Service Education *584*
Adult Education *588*
Roles and Functions of Manager in Staff Development *592*
Training Methods and Techniques *592*
Procedure for Training *598*

12. Management of Nursing Educational Institutions **611**

Aims and Objectives of Educational Administration *614*
Elements of Educational Administration *615*
Principles of Educational Administration *618*
Functions of Educational Administration *619*
Review of Educational Administration in Nursing *621*
Organizational Pattern of Educational Institutions *623*
INC Norms for Educational Institutions *624*
Philosophy of Nursing Education *624*
Nursing College Administration/Management *626*
INC Guidelines for Establishing College of Nursing *636*
Physical Facilities *637*
Hostel Facilities *640*
Residential Accommodation *641*
Staffing Pattern of College of Nursing *642*
Other Staff (Minimum Requirements) *644*
Clinical Facilities *645*
INC Guidelines for Establishing School of Nursing *648*
Physical Facilities *648*
Teaching Block *650*
External Lecturers *654*
Clinical Facilities *655*
Nursing School Administration: School of General Nursing *657*
Accreditation *658*
Organization of College of Nursing *660*
Organization of School of Nursing *661*
Records, Registers and Reports in College of Nursing/School of Nursing *662*
Various Committees in Nursing Educational Institutions *663*
Recognition, Affiliation and Accreditation *665*
Criteria for the Appraisal of Nursing Colleges *666*
Guidelines for Nursing Legislation *671*
Management of Faculty *674*
Selection and Recruitment of Faculty *675*
Orientation Program *675*
Staff Development Programs *676*
Role of Principal in Staff Development *676*
Staff Welfare *677*
Teaching Competencies *677*
Teacher Evaluation *678*

Significance of Teacher Evaluation *678*
Component and Purpose of Teacher Evaluation *679*
Qualities of Effective Teachers *679*
Indicators of Teacher Effectiveness *679*
Types of Teacher Evaluation *680*
Teacher Evaluation Strategies *680*
Management of Students *684*
Selection and Admission of Students *684*
Understanding Profile of Nursing Students *685*
Orientation of Students *686*
Students Health Program *687*
Organization of Guidance and Counseling Service in Nursing Institutions *687*
Co-Curricular Activities *688*
Cumulative Record *689*
Admission Register *689*
Transcript *690*
Student Evaluation *690*
Role of Principal in Monitoring Student's Progress *691*
Role of Principal in Preventing Ragging *691*
Role of Principal in Maintaining Discipline *692*
Management of Curriculum *693*
Management of Finance and Publicity of the Institution *698*
Job Descriptions of Nursing Personnel *708*

13. Nursing as a Profession **726**

Nursing as a Profession *729*
Characteristics of Professionalization *733*
Nursing Fulfil Criteria of Profession? *737*
Professional Nursing *739*
Current Issues in Nursing Services *749*

14. Legal Aspects of Nursing **765**

Meaning of Law *765*
The Patient *768*
The Indian Penal Code and Medical Practice *778*
Components and Characteristics of the Legal Process *783*
Legal Responsibilities of Nurse *790*
Points to be Kept in Mind by Nurses Regarding Legal Issues *802*
Ethical Aspects of Nursing *805*

15. Professional Advancement **813**

Scope of Practice *813*
Standards of Nursing Practice *814*
Roles of the Professional Nurse *815*
Continuing Education *819*
Career Development *820*
Organization's Responsibility for Career Development *825*
Collective Bargaining *826*
Professional Organizations *831*
International Nursing Organisation *833*
National Nursing Organization in India *835*
State Nursing Council *837*

Index *839*

CHAPTER 3

Organizing

DEFINITIONS OF ORGANIZATION

Organization is the form of every human association for the attainment of common purpose and the process of relating specific duties or function in a whole. *—JD Mooney*

Organization is the process of combining the work in which individuals and groups have to perform with the faculties necessary for its execution. So that the units so formed provide the best channels for efficient, systematic, positive and coordinated application of the available effort. *—Olive Sheldon*

Organization is a system of cooperative activities of two or more persons. *—Chester I Bernard*

Organization consists of the relationship of individual to individuals and groups to groups which are related as to bring about an orderly division of labor. *—Pfiffiner*

An organization is a combination of necessary human beings, equipments, facilities and appurtenances, materials and tools assembled in some synthetic and effective coordination in order to accomplish some desired and designed objective. But when one speaks of the organization, reference is usually to the body of persons who have been brought together to carry on the enterprises and who are being taught up as an entity. *—O Tead*

Organization is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through allocation of functions and responsibilities. *—L White*

Organization structure is a pattern of interrelated posts connected by line of delegated authority. *—Milward*

Organization refers to the structure developed for carrying out the tasks entrusted to the chief executive and his administrative subordinates on government. *—M Mark*

....by formula organization, we mean a planned system of cooperative effort in which each participant has a recognized role to play and duties and tasks to perform. *—Simon*

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Organization is the process of identifying and grouping the work to be performed, specifying the work, defining and delegating the responsibility with authority to the personnel and establishing interpersonal relationships for the purpose of coordination of work so as to get the work done together effectively in accomplishing the objectives of the organization/institution/enterprise.

Organization may be defined as the process of translating the plan of an organization into action, which is specifically concerned with grouping, arranging and sequencing of various activities in terms of their interrelationship and similarity in nature.

Organization is a formal structure of authority through which work subdivisions are arranged, defined and coordinated for the defined objective. —*Luther Gullick*

An organization is a combination of the necessary human beings, materials, tools, equipment, working space and appurtenances brought together in systematic and effective coordination to accomplish some desired object. —J William Schulze (1919)

An organization does not exist in a vacuum. Organization exists in association with its environments which provide resources and limitations. An organization must continuously adopt to its environments which are constantly changing. All knew the organizations may either be temporarily (short lived) or long life (long lived). The short lived organizations have only immediate objectives and development for renewal is not very important. Such organizations have little concern for environmental factors. These organizations are simple, informal, and of unstable structures. The long life organizations have immediate attainable objectives. In these organizations the individual objectives are compatible with organizational objectives and elabourate hierarchy of subordinates and their goals.

The long lived organizations have a complex, formal and relatively stable structure. The objectives of long life organization are dynamic and changes in environment will bring changes in its objectives. The environment determines the range of organizations activities. The environment evaluates and determines the future resources and the constraint that will be placed on the organization. Following are the various fundamental elements of an organization.

1. People
2. Physical resources
3. Economic and market conditions
4. Attitude
5. Legal constraints

People: The very first element of an organization is its people. Unless people of the organization interact and do the assigned job, there would be no organization.

Physical resources: The manufacturing organization must have the raw materials to make their products.

Climate: The climate affects the location and operations of an organization.

Economic and market conditions: The governmental monetary and fiscal policies are of profound effects. Some environments emphasize individual capitalism or socialism or communism. During the depression periods the business may be hard pressed just to survive. Similarly change in the tastes of consumer affects the supply and services of the goods.

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Attitude: At times its importance is not realised because of its intangible nature. The social, religious, political and cultural attitudes are of significant importance in an organizational environment.

Legal constraints: Laws are the rules under which an organization must operate. Laws are more in the background but they do influence directly the organizational activities.

ENVIRONMENT OF AN ORGANIZATION

Environment of an organization is a process by which the corporate management assisted by specialist try to identify the opportunities and risk in the environment in which an organization operates.

The identification always helps the management in planning alternatives for corporate planning. The environment is the pattern of all internal and external conditions that affect the survival and development of an organization. Because of the growth of science, technology, research and development activities, the organizational environments of the firm are rapidly changing. We not only have predictable changing environments but unpredictable turbulent environments. There is a greater degree of interdependence among the economic and other factors of society. The various environment factors such as economic, social, technical, legal are meshed together. Organization and environment can always interact in one of the three ways:

1. The organization influences and control the environment. This is termed as over active approach where terms are directed to environment.
2. The environment and organization adopt to each other. This is termed as the adoptive approach.
3. The clear-cut interaction between the organization and environment. It is always better for the organization growth and development that environments and organization interact with each other.

Internal Environment

Following are the factors leading to internal environments:

1. Forecasts of industry or institution and demand for expansion strategy
2. Efficiency of the firm vis-à-vis efficiency of the industry or institution
3. Competitors information
4. Consumer data for firm
5. Information related to their costs and profits
6. Physical location of the industry or institution (Hospital)
7. Labor-management relation
8. Morale of the people working in the organization
9. Team spirit

The internal environment factors are interconnected and change in one will bring change in another. Changes in internal and external environment are going in a planned or unplanned manner in every organization.

People knew that environment may be either internal environment (EI) or the external environment (EE). The following alternatives in which environments operate:

1. (EI) – (EE) : Internal control is more than external control.
2. (EE) – (EI) : The external control is more than internal control

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3. (EE) – (EE) : All the controls are external
4. (EI) – (EI) : All the controls are internal

In case of more internal control there will be more leverage with the management to control the environment. In case of more external control there will be less leverage and in case of total external control there will be no leverage at all. In order to overcome certain undesirable effect of the environmental factors the organizations capability to anticipate and absorb the changes are must.

Scanning of the environment is very important in case of turbulent environments. Scanning is an interdisciplinary in nature. Scanning group must have ethical philosophy. Ethical and unethical is a relative and study of this is to influence environment. It is important to know whether we are doing it consciously or unconsciously. The value of the chief executive is very important because decision-making does not lie with the scanning group. Thus top management judgment can best be replaced by any scanning group. The scanning group has to find out what will be the implication of each decision. In an organization the scanning group should be given enough freedom to operate in the organization. The scanning group works mainly for the corporate management for various operational areas such as Marketing, Finance and Production. In an organization, one of the important thing is that it must expand and diversify so as to meet the aspirations of its members otherwise there will be internal frustration among the members. A study among the executives a leading public limited organizations which was known for its professionalism showed a certain amount of dissatisfaction among them. Immediately the job was taken up by the study group to find out whether it was because of lack of communication or because of cultural change. It was found that there was a need to create a feeling of group dynamics. The analysis showed that dissatisfaction was more at the top level executives. One of the reason was that they have risen from one of the functional areas and were not able to appreciate the problems of other functional areas.

The scanning group if have the capability to anticipate the changes in the internal environment through data collection better forecasting and long range planning then most of the internal problems of the organization can be foreseen well in advance and the suitable measures can be taken to overcome these problems.

External Environment

The main aspects of the external environment in an organization could be classified as:

i. Political Stability: Politics is an art based on certain understanding. Political stability is of great importance to a manager. In case of stable political situation, a business manager deals with a known condition in making his plans. Under the unstable political condition it is difficult to forecast the environment.

ii. Government Control: Government control is of great importance to the organization. In a developing country like India following are a few controls:

- Classification of industries or Institutions or Hospitals
- Industrial Licensing Policy/Licensing policy of Hospital or Institutions
- Industrial Policy or National Health Policy
- MRTP Act
- Acts of Statutory Bodies of INC, MCI, NAAC, etc.

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iii. Fiscal Policy: The closely related to the government control is the effect of Government and monetary policy.

1. Increasing and decreasing the existing taxes
2. Exempting small scale industries from certain restrictions to encourage their growth
3. Special investment offers.

iv. Economic: The national income plays a very important role in the purchasing power and hence in the demand for the various products of the organization. Following are a few important factors:

1. Economic disparity
2. Effective demand (it is the demand backed up by the purchasing power)
3. Pricing policy (it helps in monetary resource allocation)

The economic factors are very essential for the purpose of manpower planning and wage administration in an organiszation.

v. Technology: The basic object before a manager is to reduce the manufacturing costs. Therefore, the management must weigh the cost and benefits of new technology by considering the following factors:

- New process resulting cheaper and more efficient production or services
- Progress in R and D
- New products or services
- Machine product value or service value
- Value added concept
- Man machine balance

vi. Social Environments: Following are the factors affecting social environments:

- Social segments
- Cultural factors
- Social distance
- Cultural variations
- Social disparity.

vii. Ecological Environment: Following are the factors affecting ecological environments:

- Land pollution
- Water and air pollution
- Non renewal matters
- Sewage disposal.

Thus, no organization is functioning in a water-tight compartment but has to consider the social and ecological environments in order to function efficiently.

NATURE OF ORGANIZATION

The policy of plan having been decided, the near step is organization, and it is perhaps in this sphere that administration makes it greatest contribution. With a view to getting things done by others, management is required to pay attention on organizing personnel and their work. Organization provides the means of avenues along with which efforts are directed for making such joint efforts more productive, effective and fruitful results.

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Organization is the process of dividing and combining the activities. It is the process of organization which finds the means, human and material to meet with situation foreseen. To do this, it is necessary to:

1. Make careful determination of what jobs are to be done and what workers are required to do them.
2. Assess the amount of materials, tools, and equipments needed for the accomplishment of the work.

Administration which carries the responsibility of accomplishing results through the effort of other people is concerned not only with the direction, but also with the development of people. The organization of work is very much a human affair, in which results, through visibly depending on materials and equipment, cannot be accomplished except by human effort. The purpose of organization is to unify that effort and a clear understanding of human relationship is necessary if the desired result is to be obtained. To achieve this, organization should have four 'P's which form the base for organization as follows:

P = Purposes, e.g. Health and FP, Post and Telegraph, Education, Defence, etc.
P = Process, e.g. Law, Personnel
P = Person target group, e.g. eligible couple
Downtrodden.
P = Place setting, e.g. Primary Health Center, Hospital.

These four 'P's are bases for organization; it reveals that this similarity may relate to four things, i.e. function or purpose, process, clientele or persons served, and area or place. Function means the major purpose to be achieved or the service to be rendered, i.e. health, defence, education, etc. Process is a technique or primary skill more or less of a specialized kind to provide service to public, i.e. medical, nursing, engineering, accounting, etc. Clientele means the body of persons served and it also occasionally serves as a basis for the organization of department. Area or place is territorial jurisdiction—consists of population to be served, e.g. an ideal primary health center is covering populations of 30,000 in India.

IMPORTANCE OF ORGANIZATION

1. Organization increases managerial efficiency in a number of ways. It provides the structure within which the functions of administration are performed.
   - It avoids delay, duplication or confusion in performance and remove, friction or rivalry among personnel.
   - Analysis of objectives of institution provides all pertinent activities.
   - Activities in turn are allocated to particular individuals.
   - Assignment of fixed duties helps to add certainty and promptness in their work.
2. Organization ensures an optimum use of human efforts through specialization and also makes use of all resources, determines needs for innovative and new technologies in terms of cost effectiveness and accomplish objectives.
   - Details job specification helps for right persons are placed in the right position on the basis of their knowledge, skill and experience.
3. Organization places a proportionate and balanced emphasis on various activities.
   - Money and efforts can be spent proportionately with the importance of activities.

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4. Organization facilitates coordination in the enterprises.
   - Different departments and section, positions and jobs functions welded together by structural relationship of the organization.
5. Organization provides scope for training and developing managers. Encourages individuals growth and development of personnel according to individual potentials through job enrichment, training and participation.
6. Organization helps to consolidate growth and expansion of the enterprise/institution. It helps in growth and development of the establishment, in planning for need based change through appropriate division and allotment of works.
7. Organization invites creative and innovative ideas to working through adopting human relations approach.
8. Organization prevents the growth of laggards, wirepullers, intriguers or other forms of corrupters.
9. Unsound organization becomes the breeding ground of corruption, dishonesty and such odd things.

Organization provides the framework within the managerial functions of planning, direction and control that take place for successful performance of operating work. Planning, direction and control can be of no avail without making the groundwork through the organizing function of management.

Organization is the vital part of administration. An organization structure is dynamic. It is people in their infinite variety occupying positions and interacting in prescribed ways to achieve a purpose. **The visualization of the organizational structure—the organization chart**—it helps to dispel the confusion deriving from the complexity of today's enterprises by allowing workers to see how their posts fit into the total work of the department and of the whole institution in meeting the known objectives and purposes.

A sound organizational structure prevents overlapping, because it remarks areas of responsibility, thus illuminating the gray areas accusing the overlapping and the possible consequent friction. It shows workers to whom they are specifically responsible and for whom they are responsible. The organization structure provides stability and balance for workers; thus making their efforts more purposeful and consequently satisfying.

Organization is not only a mechanistic structure of duties, activities and relationship, but it is as well a human organization consisting of diverse social group. Attitudes, aspirations, likes and dislikes of personnel play a great part in transferring the organization as an organ or productivity and creativity or in the alternative, simply as a device for mechanical assemblage of human efforts. Organization may encourage initiative and sense of duty on the part of personnel or it may stifle them. Division of activities and spelling out of individual duties may either facilitate the growth of human faculties or arrest such growth. Human factor must be taken into consideration in building an organization structure. Briefly the organization structure is designed for both mechanistic and humanistic point of view.

Units of Organization

Unit is the lowest or the smallest post or subdivision of a whole. The primary unit of the organization would be the post or the position. In administrative terms, the term 'unit' is used to indicate not only the smallest subdivision of organization but also the higher and larger formulation, such as the section, the division, the branch, the bureau and even the department.

There are mainly two units of organization, namely Line Unit and Staff Unit. The difference between the Line and the Staff Units is a qualitative or functional one, viz. the difference between

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the executive and the advisory functions. The *Line Units* are executives, i.e. concerned with the operating or producing of the various service which the administration has to provide for the people while the *Staff Units* are those that advise or assist the line units in the performance of their work. Line units command, staff units only advise and help through planning, research coordination, supervision, etc. For example, Ministries of different departments are Line Units and their secretariats are Staff Units in India. Line Units may be departments (e.g. Health and Family Welfare) or independent regulatory commissions (e.g. Election Commission) or Govt. Corporations (e.g. Autonomous bodies). Staff Units may be general staff (e.g. IAS officer), technical staff (e.g. Director of Health and F W Service) and auxiliary staff (e.g. all other skilled or trained staff).

THEORIES OF ORGANIZATION

Evolution of management thought can be divided into three broad classification as given under:

1. **The Classical Theory of Management**
   It can be identified into three streams of thoughts. These are:
   i. Bureaucratic Model introduced by Max Webber
   ii. Scientific Management introduced by FW Taylor and
   iii. Process Management by Henry Fayol.
2. **Neo-classical Theory**
   It consists of two streams of thought viz. (i) Human Relations propounded by Elton Mayo and Roethlisberger (ii) Behavioral Sciences movements introduced by A Maslow; D Mc Gregor; F Herzberg and V Vroom.
3. **The Modern Management**
   It consists of three streams of thought viz; (i) Quantitative Approach to management (ii) Systems approach to management by Vennetht Boulding. Johnson; Cast, Roseu Zweig; CW Churchman, etc. (iii) Contingency approach by Johnson Woodward, Fielder, Lorsch and Lawrence.
   Each of these management thought evolution have been discussed as under:

Classical Theory

The systematic study of management as a separate field of endeavor. It was Robert Owen and Charles Babbage who gave serious thought to the problems of management. It was Max Webber who introduced the Bureaucratic model. It was the emergence of first systematic management theory.

Robert Owen

Robert Owen was a scientific manager of his time and was greatly admitted for giving human treatment to the workers. He worked throughout his life for living up of a spirit of cooperation between the workers and the management. He is noted for the development of personal relations, improved conditions of employment, reform of working conditions.

Charles Babbage

Charles Babbage, the Cambridge professor of mathematics propounded that methods of science and mathematics could be applied to the operation of factories. He advocated that managers should take decisions through rigid investigation, to divide work into physical and

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mental efforts, to determine the cost for every process and to pay a bonus to the workers in proportion to their efficiency. His contribution of significance are: (i) Cost accounting (ii) The Babbage calculating machine.

Management has always faced with the problem of selecting various concepts from all these areas and integrating them in the process of decisions-making regarding the major policies and day to day operations.

During the 19th century, the efforts of managers had been to cope up with their environments and to organize and operate in those environment. During the first one third of the country the attempt was to rationalize the way work was done. *The emphasis was to increase the productivity of the goods and services produced. After the World War II there was a considerable change in the working conditions of the working men. The working men began to demand that work environment should meet part of their social needs in addition to the basic needs. Then emerged the phase of human relations and the focus was on man's social needs and the way of meeting them to increase productivity. But in late 1960's it became clear that knowledge on which the management is based is no longer adequate even for the basic areas here emerged needs for new knowledge particularly referred to productivity organization structure, job design and management of people.*

Following are the nine important concepts highlighting the present concepts of management:

- Scientific management a key to productivity
- Decentralization for quicker decisions and better control
- Personnel management as a means of selecting people into organization
- Managers development programs to train managers how to meet the needs of tomorrow
- Management accounting—a foundation for managerial decision
- Marketing
- Long range planning
- Role of operational research in management decision-making
- Financial management for effective utilization of money resources in the organization.

Thus the process of development of management science can be studied under four heads:

a. Taylor scientific approach to management
b. Henry Fayol functional approach
c. Modern human relation approach
d. Behavioral science approach.

Neo-classical Theory

The Neo-classical Theory: It deals with the human factor. Mary Parker Follett, Elton Mayo and Roeth's Berges pioneered the human relations movement. In this new era, they proceeded on the framework of the classical thinkers but introduced many new elements, specially in the areas of leadership, group psychology, human relations and organizational integration. The neo classical theory anticipated some of the recent trends of evident in the behavioral approaches.

New thinking in behavioral science started with the development of need hierarchy by Abraham Maslow followed by the works of Fredric Herzberg, Douglas, Mc Greger, Renis Likert, Chris Argyris, Oliver Sheldon Kurt, Slivin Brown, Henry Dennison, Mooney and Reiley, Lyndall Urwick, RM Barues, Drucker, Brech and Lupton.

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The essence of behavioral approach is the integration between the needs of employees and the goals of the organization. Behavioral science movement is regarded as a further refinement of human relations movement. It covers much wider aspects in interpersonal roles and relationships. Some of the important aspects of behavioral science approach are:

- Employee motivation
- Organization as a social system
- Leadership
- Communication
- Employee development.

Herzberg maintained that the working conditions should at least be kept at satisfactory level for preventing dissatisfiers the satisfiers must be introduced into the work itself for obtaining a high level of performance.

Modern Theory of Organization

The subject of the "modern theory of organization", two obstacles present themselves. One is the difficulty of separating the modern from the traditional. The famous Hawthorne studies, for example, took place in the 1920's and 1930's, yet are closely related to current thought on organization and small groups. Chester Barnard's book. The functions of the executive, appeared in 1938, but remains one of the two or three most influential books on modern management thought. Organization theory, like most other studies, has developed gradually, not in revolutionary leaps. The main focus is on two main developments. First the research on small groups and second, the theories of Herbert A Simon and his followers.

Current theories attempt to be "descriptive" rather than "prescriptive". That is, they try to generalize about organizations as they actually operate, rather than to jump to conclusions about what is "good" organization. The "descriptive" theorists believe that a more adequate understanding of existing organizations must precede attempts to tell managers what they "ought" to do. Current theories are more explicit about underlying assumptions than traditional works. Current theories attempt to be "operational". That is, they try to express their generalizations in a form that can be tested against observations.

Large organizations are composed of small groups, some of which are established formally while others develop spontaneously. Furthermore, some undertakings, for good or for bad, are placing greater reliance on committees and problem-solving groups.

The following summary of small group research will serve, however, as an introduction to some of the central findings and hypothesis. Why form groups in the first place? Do they contribute or detract from productivity? The answer depends on two considerations: the nature of the problem to be solved and the characteristics of the members of the groups.

a. If the group consists of members with equal skill performing a simple task, group interaction with slow production. In this case, group interaction has little to contribute to performance of the task.
b. If one member is more skilled, the group may be more productive than independent individuals because of the guidance of the skilled operator.
c. If, however the task is so complex that the members do not recognize that some solutions are more expert than others, confusion may result. If the skilled operators can demonstrate the correctness of expert solutions, productivity increase; if not, there may be conflict.
d. If the task is one of reaching a decision or solving a problem, rather than direct production, group effort has advantages and limitations. The pooling of ideas of members will bring in

JAYPEE BROTHERS

points that might have been neglected. The members will have a sense of participation and may be more willing to carry out the decision. Nevertheless, groups consume time and tend to stress conformity rather than originality.

Suppose it has been decided to form a group. It is then necessary to determine its internal structure, including the communications network. Considerable work has been done measuring the effects of alternative networks. Let us consider a five man (A,B,C, D and E) group which can be organized in many ways. Experiments show that group can be organized as star network or circle network. The experiments with these two networks support the following conclusions:

a. Output will be faster for the star network.
b. Morale of members A,B,C,D and E will be higher in the circle network. Member C, however, will be more enthusiastic about the star because of his central position in that network.
c. Member C will probably be leader in the star network. Any member can become leader in the circle; leadership may rotate in this case.
d. The members may accept change more readily in the circle. If change is important, this advantage may offset the lower speed of the circle.

The circle is a more participate or equalitarian organization, providing greater membership control the outcome. It also provides more information to members on how well they are doing, thus contributing to greater job satisfaction:

Small groups are more than mechanical collections of individuals. To use a favorite expression of sociologists, group members "interact" with each other. Different patterns of interaction will influence the behavior of the group. One of the clearest illustrations of this point, one supported by the research study after another, is that groups tend to establish norms (goals, rules of behavior, concepts of right and wrong) which have an impact on individual attitudes and output. Whether we like it or not, most members frame their actions and decisions in terms of the views of others in the group. There is a considerable tendency to conform to an estimate of the group average, though this may be offset by a desire to demonstrate skill or to impress supervisors. Individuals may strive for success, but determination of what success is heavily influenced by group attitudes.

Members who do not conform to group standard may be classified as eccentrics or "rate busters". No doubt some societies and some small groups are more tolerant of eccentrics than others, but the pressure to conform is difficult to resist. The group thus helps to set the pace of work. It influences the level of aspiration toward which the individual aims. Some studies, particularly the work of Homans, suggest that the increased interaction among group members increases "friendliness". Unfortunately, casual observation raises doubts, this question calls for further research. The converse is more certain if individuals like each other, their group will be more cohesive and the group norms more powerful. It is true that interaction helps to clarify misunderstandings that arises from ignorance—many people do not respect the environment in which the work is unpleasant or unrewarding. A person may turn on those closest at hand. Furthermore, friendly communication can frequently impair the effectiveness of the group in reaching its goals.

Groups Morale and Productivity: In spite of the uncertainties about the findings, there can be little doubt that group interaction and group norms are of primary importance in determining the outcome of most kinds of activities. Managers may find it valuable to examine the impact that groups have on morale and productivity, provided that they are willing to avoid snap judgments or dogmatic generalisations in evaluating group processes.

JAYPEE BROTHERS

A great deal of the small group research has been concerned with "democratic", "authoritarian", and "Laissez-faire" leadership patterns. The research of Lewin, the founder of a whole school of thought on "group dynamics", seemed to demonstrate that "demonstratic" groups, in which members were permitted to work out their own problems with opportunities to consult with the leader, were the most effective. *An authoritarian atmosphere tended to reduce initiative, and to promote hostility or apathy.* In this case, research results in supporting the emphasis on group participation.

In more recent work on small groups, there is a growing recognition that group participation is not the only means of doing the job. Creative individuals may perform more adequately outside of group pressures. Some recent studies even suggest that there are occasions when direction from above will lead the group more effectively to the solution with less individual frustration. No doubt the emphasis on participation, and the emphasis of one way communication from above, has had a healthy effect on American industry in the last few decades, as far as the dignity of the employee is concerned. However, the group is not always superior to individual nor must every decision be discussed by a committee. The pervasive existence of hierarchies strong evidence that they perform a necessary function. There is little research to support the view that "leaderless groups" are the most effective way of accomplishing a task.

Breakdowns of Communication: The breakdowns of communication can have strong effects on groups and individual behavior. Without communication people develop a distorted view of what others are doing, and these views are likely to result in hostility. When people are organized in groups and communication breaks down among these groups the tendency toward hostility may be reinforced. If members of the group imagine a "threat" from the outside and it is easy for human beings to fall into this pattern they join the other members in a defensive compact against the outsiders. Most readers of this discussion have undoubtedly participated in such a process. Such defensiveness may lead to open conflict or to its opposite, the repression of ill feeling; in either case, the effects on total productivity and on individual satisfaction may be negative.

There is a two-way interaction between communication and hostility. *Breakdowns in communication may foster hostility, but hostility clearly interferes with communication. The total effect of this self-reinforcing pattern can be highly destructive.* While these conclusions appeal to common sense, there are objections to conclusions that everyone must be in full communication with everyone else all of the time. It is not even certain that a little bit of conflict now and then is a bad thing. The most influential contemporary writer on organization is Herbert A Simon. Simon views has been influenced by the views of Chester Barnard.

Simon has incorporated some of the findings of small group research in his theory. His approach differs from other small group research in respects, he has incorporated material from all of the behavioral and social sciences, including sociology, political science, economics, psychology, and business and public administration, and has at times expressed his ideas in mathematical form. Simon also differs from small group research and from "human relations" research in attempting to emphasize the rational features of decision-making. Thus, Simon's theory falls into an intermediate position between economics, in which a high degree of rationality is usually assumed, and Freudian psychology, in which the stress is on the subconscious. Simon recognizes important limits to rationality, but believes that organization theory should stress the consequences of intended rationality within those limits.

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