Contents

1. Introduction to Nursing Profession **1**
Nature of Nursing *1*
Nursing as a Profession *5*
Characteristics of Professionalization *9*
Is Nursing a Profession? *12*
Professional Nursing *15*
Professional Socialization of Nursing *16*
Code of Ethics of a Profession *20*
Functions of Professional Nursing *26*
Ethical and Legal Obligation of Nurses *27*
Need for Nursing Administration *29*

2. Trends in Healthcare System **31**
Rights to Health Care *31*
Nursing Implications of the Patient's Rights *33*
Changes in the Healthcare Delivery System *35*
Nursing Implications for Changes in the Healthcare Delivery System *39*

3. Leadership in Nursing **44**
Views on Leadership *45*
Differences Between Leadership and Management *46*
Theories of Leadership *48*
Nursing Leadership *57*
Concept of Self and its Development *61*
Dynamics of Change in Future and its Coping *71*
Current Views of Leadership in Nursing *75*
Nurse as a Leader *78*
Nursing Leadership Behaviors *81*

4. Nurse as a Manager **86**
Management Theories *86*
Competencies of Manager *87*
Comparison Between Leaders and Managers *89*
Managerial Functions *90*
Leaderships in Management *93*
Leadership Models *94*
Corporate Leadership *96*
Types of Leadership and Leading *97*
Classifications of Sources of Power *101*
Important Managerial Style Theories *103*
Leadership Skills *107*
Leadership Activities *107*

Effective Leadership in Nursing *108*
Nursing Management Systems *110*
Mentors and Preceptors *113*
Networking *113*
Group Dynamics *114*
Computers in Nursing Management *116*

5. Concepts of Administration **119**
Meaning of Administration *119*
Nature of Administration *120*
Differences Between Administration and Management *121*
Relationship Between Leadership and Management *122*
Administration: Science or Art? *123*
Public Administration *123*
Philosophy of Administration *124*
Principles of Administration *125*
Behavioral Concept in Administration *128*
Elements of Administration *134*
Theories of Administration and Management *134*
Modern Management Theories *154*

6. Planning **158**
Nature *158*
Importance *159*
Principles *159*
Characteristics *159*
Advantages *160*
Disadvantages *160*
Components *161*
Steps *161*
Types *162*
Classification *162*
Planning Process in Health Services *165*
Decision-making Process *170*
Types of Decision *171*
Creativity *182*

7. Organizing **190**
Environment and Organization *192*
Nature of Organization *193*
Importance of Organization *195*
Units of Organization *196*
Theories of Organization *196*
Principles of Organization *201*
Steps in Organization *206*
Types of Organization *207*
Organization Structure *211*
Organizational Structure in Nursing *218*
Organizational Characteristics *224*
Organizational Change and its Management *225*
Organizational Design *241*

8. Staffing **246**
Types of Staffing *247*
Meaning of Staffing *247*

Line-staff Relationships *248*
Staffing Policies *250*
Roles and Functions of an Administrator/Manager in Staffing *253*
Philosophy of Staffing in Nursing *254*
Objectives of Staffing in Nursing *254*
Recruitment Process *255*
Sources of Recruitment *255*
Problems in Selection of Employees *257*
Steps in Staffing *257*
Steps in Recruitment Process *258*
A Guide to Staffing the Nursing Services *270*
Staffing in Hospitals and Community Setting *273*
Staffing Formulas *274*
Factors Influencing Staffing Requirements in the Nursing Service Unit *280*
Roles and Functions of Administrator/Manager in Staffing Schedules *281*
Principles of Scheduling *282*
Methods of Assigning Nursing Personnel *282*

9. Directing **284**
Motivation *284*
Leadership *305*
Communication *317*
Communication Process *322*
Barriers to Communication *334*
Communication Gap *336*
Communication Problems in India *337*
Theories of Communication in Management *338*
Communication System *338*
Effective Communication *338*
Supervision *347*
Nature of Supervision *347*
Need for Supervision in Directing *348*
Objectives of Supervision *348*
Factors of Effective Supervision *348*
Functions of Supervision in Directing *349*
Principles of Supervision *350*
Types of Supervision *350*
Methods of Supervision *351*
Human Relations *351*

10. Coordinating **364**
Nature of Coordination *364*
Definitions of Coordination *364*
Need for Coordination *366*
Importance of Coordination *366*
Principles of Coordination *367*
Features of Coordination *367*
Techniques of Coordination *367*
Types of Coordination *368*
Hindrances to Coordination *370*
Application of Coordination *371*
Organization—An Instrument for Achieving Coordination *371*

11. Reporting and Recording **379**
Review of Communication in Administration *379*
Structure of Communication *380*
Nature of Communication *381*
Methods of Communication *381*
Nurses Responsibility in Record Keeping and Reporting *384*
Documentation System *387*

12. Budgeting **404**
Meaning of Budget *404*
Budget—A Tool for Effective Administration *405*
Budget—A Tool for Legislative Control *405*
Budget—An Instrument of Economic and Social Policies *406*
Purposes of Budgeting *407*
Prerequisites to Budgeting *407*
Concepts of Economics in Budgeting *408*
Features of Budget *409*
Importance of Budget *409*
Principles of Budget *409*
Types of Budgets *410*
Approach to Budgeting *411*
Advantages of Budgeting *412*
Disadvantages of Budgeting *413*
Classification of Budget *413*
Trends in Budgeting *414*
Budget in Healthcare Systems *414*
Budgeting Process *414*
Terms Used in Budgeting *417*
Reasons for Developing the Budget *420*
Nursing Budget *420*

13. Human Resource Management **431**
Evolution of HRM *431*
Objectives of HRM *435*
Functions of HRM *435*
Activities of HRM *438*
Significance of Human Resource *439*
Human Resource Utilization *440*
Organizing the Human Resource Department *441*
Role of Human Organization in Organization *442*
Structure of Human Resource Department *443*
Human Resource Management—As a Staff Function *444*
Human Resource Department—A Changing Concept *444*
Manpower Planning *446*
Determining the Number of Personnel *456*
Health Manpower Planning *459*
Health Manpower Management *460*
Employing *460*
Retaining *466*
Supporting *474*
Developing *480*
Managerial Conflict and its Resolution *480*

14. Job Evaluation **484**
Objectives *484*
Advantages *484*
Need for Job Evaluation *485*
Factors Responsible for Job Evaluation *486*
Job Evaluation Methods *486*
Appraisal of Job Evaluation *490*
Methods of Job Evaluation in Nursing *494*
Performance Evaluation *496*
Performance Appraisal *499*
Role of Appraiser and Employees in Performance Evaluation *509*

15. Administration of Health Services in India **511**
Health and Socioeconomic Development *511*
Need for Health Administration *512*
Principles of Health Administration *513*
Objectives of Public Health Administration *513*
Public Health Administration and Policy *514*
Influence of Committees on National Health Administration *514*
Role of Health Policies in Health Administration *533*

16. Organization of Health Services in India **539**
Principles of Organization *540*
Organizational Goals and Effectiveness of the Organization *540*
Organizational Planning *542*
Strategy in Organization *543*
Organization of Health Services *546*
Voluntary Health Agencies in India *560*
Organizational Development *562*

17. Planning in Health Programs in India **568**
A Review of Planning *568*
Health Planning *569*
Levels of Planning in India *571*
Health and Five Year Plans *575*
Five Year Plans *576*
National Anti-malaria Program *583*
Universal Immunization Program *587*
Reproductive and Child Health Program *590*
National Tuberculosis Control Program *592*
Revised NTCP *593*
National Leprosyeradication Program *594*
National AIDS Control Program *596*
Integrated Child Development Service Scheme *599*
National Diarrheal Diseases Control Program *600*
Vitamin A Prophylaxis Program *600*
National Nutritional Anemia Prophylaxis Program *601*
National Filaria Control Program *601*
Kala-azar Control Program *601*
Japanese Encephalitis Control Program *601*
Dengue Fever Control Program *602*
National Guinea Worm Eradication Program *602*
National Cancer Control Program *602*
National Mental Health Program *603*

National Diabetes Control Program *603*
National Surveillance Program for Communicable Diseases *603*
National Water Supply and Sanitation Program *603*
Minimum Needs Program *604*
Twenty Point Program *604*

18. Management in Healthcare Delivery System **605**
Introduction to Management *605*
Review of Management *605*
Definitions of Management *606*
Scope of Management in Community Health *607*
Functions of Management *608*
Functions of Manager (Middle Level) *616*
Techniques of Management *616*
Types of Management *620*
ABC and VED Analysis *628*
Procedures and Rules for Materials Management *639*
Nurses Activities in Materials Management in Hospitals *639*
Financial Management *640*
Budgeting in Hospital *641*
Management of Financial Resources *646*
Fundraising *648*
Time Management *650*
Management Development *651*
On-the-job Methods *657*
Off-the-job Methods *658*

19. Hospital Administration **665**
Meaning of Hospital *665*
Philosophy of the Hospital *666*
Objectives of the Hospital *666*
Scope of Hospital *667*
Functions of the Hospital *667*
Evolution of Hospitals in India *667*
Classification of Hospitals *668*
Hospital Utilization and Statistics *670*
Hospital Departments *675*
Planning Job Requirements and Job Descriptions of Hospitals *680*
Human Resource Requirements in Hospitals *681*
Policy, Rules and Regulations of Hospital *687*
Hospital Infection Control *690*
Teamwork in Hospital *693*
Human Relations in Hospitals and Healthcare Institutions *696*
Conflicts and its Management *698*

20. Nursing Service Administration **711**
Planning for Hospital Nursing Service *711*
Basis for Philosophy of Nursing *714*
Philosophy and Objectives of the Nursing Service in Hospital *717*
Nursing Service Administration Unit *720*
Nursing Service and Computers *724*
Nursing Service Department *725*
Organization and Management of Nursing Service Unit *726*
Factors Influencing Ward Management *728*

Equipment Management *731*
Modes of Organizing Patient Care/Nursing Care Delivery System *732*
Time Management in Nursing *740*
Nursing Supervision *741*
Application of Administration/Management Concepts at Different Levels in Hospitals *747*
An Outline of the Role of Chief of Nursing Service in Hospital *750*
An Outline of the Supervisor's Role *751*
Evaluation *752*
Accountability in Nursing *765*

21. Discipline in Nursing **774**
Discipline *774*
Dealing with Disciplinary Problems *781*
General Principles and Procedures of Domestic Enquiry *794*
Principles and Functions of an Enquiry Officer *797*
Modification of Employees Behavior *803*

22. Healthcare Economics and Nursing **806**
Concepts of Health Care *806*
Levels of Health Care *806*
Economics of Health Care *807*
Economic Levels *808*
Cost of Health Care *811*
Marketing Concepts and Process *815*
Healthcare Systems in India *819*
Progress in Health and Family Welfare in India *821*
Western Economics of Health Care *823*
Nursing Economics *827*
Cost Containment and Quality Management *828*
Cost Containment Strategies *830*
Primary Health Care in India *830*
Health Insurance *836*
Voluntary Health Agencies in India *838*
Nursing in Changing Healthcare Delivery System *839*
Nursing Practice in Healthcare System *843*
Characteristics of Professional Nursing Practice *844*
Assignment Systems for Staffing *847*

23. Educational Administration in Nursing **848**
Meaning of Educational Administration *849*
Aims and Objectives of Educational Administration *850*
Elements of Educational Administration *851*
Functions of Educational Administration *852*
Review of Educational Administration in Nursing *854*
Nursing College Administration *855*
Guidelines for Establishing a Bachelor of Nursing Program in India *862*
Nursing School Administration: School of General Nursing *869*
Accreditation *870*
Criteria for the Appraisal of Baccalaureate and Higher Degree Programs in Nursing *871*
Faculty Role in Higher Education *876*
Report of the High Power Committee on Nursing and Nursing Profession *879*
Job Descriptions of Nursing Personnel *884*

24. Clinical Supervision **898**
Factors Influencing Clinical Supervision *898*
Expectations of Clinical Supervision *900*

Reflective Learning and Clinical Supervision *901*
Components of Supervision in Nursing Practice *903*
Supervision Continuum in Nursing Practice *904*
Roles and Responsibilities in Clinical Supervision *908*

25. Quality Control **913**
Standard as a Device for Quality Control *914*
Audit as a Tool for Quality Control *915*
Total Quality Management *915*
Nursing Audit *916*
Nursing Standards *918*
Nursing Care Standards in Ward Management *922*
Quality Improvement *926*
Evaluating the Quality of Nursing Care *930*
Patient Care Audit *932*
Peer Review *933*
Quality Circles *934*
Risk Management *937*

26. Staff Development **939**
Need for Staff Development *939*
Philosophy of Staff Development *940*
Importance of Learning *941*
Principles of Learning *942*
Motivation and Learning *942*
Training *943*
Purposes of Staff Development Program *948*
Objectives of Staff Development *949*
Merits of Staff Development *949*
Staff Development Model *949*
Types of Staff Development *951*
Continuing Education *952*
In-service Education *954*
Adult Education *956*
Staff Development Process *958*
Administrative Structure of a Staff Development Program *959*
Guidelines for Organizing State-level Workshops *960*
Annexure *961*
Roles and Functions of Administrator/Manager in Staff Development *962*
Career Development *962*
Training Methods and Techniques *964*

27. Administration of Wage and Salary **979**
Policies of Wage and Salary *980*
Principles of Wage Administration *981*
Characteristics of Wage Plan *981*
Concepts of Minimum, Living and Fair Wage *984*
Wage Policy and Five Year Plans *985*
New Dimensions to Wage and Salary *986*
Wage Incentives *989*

28. Role of Employees Union in Administration **995**
Trade Union *995*
Unionization *996*
Functions of Trade Unions *998*

Collective Bargaining *1000*
Negotiations *1004*
Suggestions to Improve Collective Bargaining *1007*
Contract Administration *1010*
Key Terms Used in Collective Bargaining *1012*

29. Concepts of Employees Welfare and Social Security **1013**
Concepts of Welfare *1014*
Need for Employees Welfare *1014*
Concepts of Social Security *1015*
Evolution of Social Security *1016*
Social Society *1016*
Recommendations of International Labor Conference Session *1017*
Employment Conditions of Nursing Personnel *1018*
Suggestions Concerning Practical Application of Standards *1027*

30. Legal and Ethical Aspects of Nursing **1030**
Legal Aspects of Nursing *1030*
Indian Penal Code and Medical Practice *1041*
Legal Responsibilities of Nurse *1049*
Legal Issues in Specialty Practice Areas *1051*
Handling Medicolegal Cases *1053*
Psychiatric Nursing *1054*
Medicolegal Aspects of Death *1057*
Records and Reports *1058*
Legal Issues in Nursing Practice Area *1058*
Legal Role of the Nurse *1059*
Roles and Functions of Nurse Manager in Legal Issues *1060*
Ethical Aspects of Nursing *1060*

31. Current Issues in Nursing **1070**
Role of Nursing in Healthcare System *1071*
Nursing Services *1071*
Nursing Education *1074*
Nursing Administration *1076*
Nursing Research *1077*
Future Nursing and its Implications *1079*

Appendices ***1083***
Appendix I: Some Formats Used in Human Resource Management 1085
Appendix II: Minimum Requirements of Equipment for Hospital According to Bed Strength 1110
Appendix III: National Health Policy-2002 1142
Appendix IV: National Population Policy-2000 1159
Appendix V: Glossary 1165

Index *1179*