



Management in Nursing Module

Bachelor of Science (Honours) in Nursing Degree
Department of Nursing and Midwifery
Faculty of Allied Health Sciences
University of Sri Jayewardenepura

MANAGEMENT IN NURSING MODULE

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MANAGEMENT IN NURSING MODULE

Introduction:

Management in Nursing is one of the subjects which taught in fourth year of Bachelor of Science (Honours) in Nursing Degree. It focuses on the study of health care system and nursing management concepts, nursing management process, ward management, management techniques, and ethics for nurse manager, and additionally, current issues and trends in nursing management and the contribution of the professional nurse to today's society are included. Theoretical teaching will accompany concurrent clinical practice to allow real-world learning experience.

Further, an overview of management in nursing assists the students in understanding legal and ethical implications of the role of professional nurse in regard to client care, staffing, budgeting, quality improvement, and other issues. Management concepts and skills are stressed to promote individual and group satisfaction within the work environment

This course aims to enable students to understand concepts of health care system and nursing management, nursing management process, ward management, management techniques, and ethics for nurse manager; and to propose trends in nursing management.

MANAGEMENT IN NURSING MODULE

No of credits: 03

Placement: Term 10-12 (4th year)

Prerequisites: None

Teaching Unit: Dept. of Nursing and Midwifery, Dept. of Accounting (Faculty of Management studies and Commerce)

Subject	Lecture/ Tutorial	Lec. credits	Lab Hrs	Lab credits	Practice Hrs	Prac. credits	Total Hrs	Total credits
Management in Nursing	30	2	-	-	60	01	75	3

Course learning objectives:

At the end of this course, students will be able to:

1. Explain concepts of nursing management and health care system and their relationships
2. Describe the elements of nursing management process
3. Describe ward management including, supervision, critical thinking and decision making
4. Describe management techniques and their applications in different health care institutions
5. Explain ethics for nurse manager
6. Propose trends in nursing management.

Main content areas :

	Main content areas :	Lecture/Discussion/Tutorial (Hours)
1.	Health care system and nursing management and their relationships	04
2.	Nursing management process	14
3	Ward management	02
4	Management techniques	03
5.	Time management	02
6	Building and managing teams	02

7	Ethics for nurse manager	01
8	Information management and application of patient care technology	01
9	Trends in nursing management	01

1. Health care system and nursing management and their relationships

Intermediate objectives	Broad Content Area	Activity	Duration
To understand the changing health care system	<ul style="list-style-type: none"> • Cost containment • Integrated health care system • Managed care • Downsizing and right sizing • Restructure, redesign, and reengineering • Decentralization • Managing quality • Relationship between health care system and nursing management 	Lecture	2 hours
To understand the nursing management	<ul style="list-style-type: none"> • Concept of management • Management and leadership • Knowledge and skills in leadership • Role of nurse manager • Change in nursing <ul style="list-style-type: none"> - Nurse as a change agent • Challenges for nurse manager • Quality care and patient safety 	Lecture	2 hours

2. Nursing management process

Intermediate objectives	Broad Content Area	Activity	Duration
To describe the functions of planning	<ul style="list-style-type: none"> • Definition • Objectives • Benefit of planning • Types of plans • Characteristics of good plan • Planned change • Planning process • Nurse manager's role in planning <ul style="list-style-type: none"> - Strategic plan and action plan - Proactive planning 	Lecture	1.5 hours
		Tutorial	1 hour

To describe the organizing process	<ul style="list-style-type: none"> • Definition • Principles of organization • Components of organizing • Organizing process • Organizational structure <ul style="list-style-type: none"> - Formal and informal organizations - Matrix organization - Hierarchical structure - Centralized and decentralized organizations - Line and staff • Organizational chart • Nurse manager's roles in organizing 	Lecture	1.5 hours
To describe staffing	<ul style="list-style-type: none"> • Definition • Principles of staffing • Components of staffing • Staffing process • Staffing and nursing personnel • Nurse manager's role in staffing 	Lecture	1.5 hours
To describe directing	<ul style="list-style-type: none"> • Definition • Motivation • Supervision • Delegation • Conflict management • Stress management • Nurse manager's role in directing 	Lecture	1.5 hours
To describe controlling	<ul style="list-style-type: none"> • Definition • Objectives • Control process • Characteristics of good control • Performance evaluation • Nursing care quality control • Nurse manager's role in controlling 	Lecture	1.5 hours
To describe scheduling	<ul style="list-style-type: none"> • Scheduling policy • Types of scheduling • Principles of scheduling • Causes of overstaffing or understaffing 	Lecture	1.5 hours

To describe budgeting	<ul style="list-style-type: none"> • Helping staff: Internal pool and external pool, use of existing staff • Definition • Balancing cost and quality • Basics of budgets • Steps in budgetary process • Budgeting methods • Preparing the budget • Developing the nursing manpower budget • Tools used in budget preparation <ul style="list-style-type: none"> - Work sampling - System analysis - Trend analysis - Cost-benefit ratio - Managerial analysis • Budget control • Nurse manager's role in budgeting • Capital expenditure budget and operating budget/supply and equipment • Nurse manager's role in budget operating 	Lecture	4 hours
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3. Ward management

Intermediate objectives	Broad Content Area	Activity	Duration
To describe ward structure/ward design	<ul style="list-style-type: none"> • Components of ward, Patterns of ward design 	Lecture	2 hours
To describe the inventory management	<ul style="list-style-type: none"> • Ward routines 		

4. Management techniques

Intermediate objectives	Broad Content Area	Activity	Duration
To understand decision-making in nursing	<ul style="list-style-type: none"> • Types of decision • Decision-making conditions • Decision-making techniques • Group decision-making 	Lecture	2 hours
To understand problem-	<ul style="list-style-type: none"> • Problem-solving methods 	Tutorial	1 hour

<p>solving</p> <p>To understand communication</p>	<ul style="list-style-type: none"> • Problem-solving process • Group problem-solving • Directions • Factors influencing communication • Assertiveness • Communication with different populations : • Subordinates, superordinates, peers, medical staff, other health care personnel, patient and family, and difficult people • Conducting ward conferences 		
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5. Time management

Intermediate objectives	Broad Content Area	Activity	Duration
<p>To describe importance of time management and the process of time management.</p> <p>To describe the performance evaluation review technique (pert)/ performance appraisals</p>	<ul style="list-style-type: none"> • Importance of time management • The analyzing present time use • Setting and prioritizing goal • The principles of time management • The Gantt chart • The time log • The performance evaluation review technique (pert)/ performance appraisals 	Lecture	2 hours

6. Building and managing teams

Intermediate objectives	Broad Content Area	Activity	Duration
<p>To differentiate group and team</p> <p>To describe group and team process</p> <p>To elaborate the characteristics of groups</p>	<ul style="list-style-type: none"> • Introducing group and team • Group and team process • Characteristics of groups <ul style="list-style-type: none"> - Norms 	Lecture	2 hours

<p>To describe the managing committees and task forces</p>	<ul style="list-style-type: none"> - Roles - Communication in group - Effect of group on individuals - The nurse manager as team leader - Group tasks - Group size and composition <ul style="list-style-type: none"> • The managing committees and task forces • The staff development 		
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7. Ethics for nurse manager

Intermediate objectives	Broad Content Area	Activity	Duration
<p>To describe the importance of ethics for a nurse manager</p>	<ul style="list-style-type: none"> • The importance of ethics for a nurse manager 	<p>Lecture</p>	<p>1 hour</p>
<p>To describe the factors influencing managerial ethics</p>	<ul style="list-style-type: none"> • The factors influencing managerial ethics <ul style="list-style-type: none"> - Individual factors - Organizational factors - Environmental factors 		
<p>To describe the guidelines for ethical management</p>	<ul style="list-style-type: none"> • The guidelines for ethical management 		
<p>To describe the patient, subordinate and professional advocacy</p>	<ul style="list-style-type: none"> • The patient, subordinate and professional advocacy 		

8. Information management and application of patient care technology

Intermediate objectives	Broad Content Area	Activity	Duration
<p>To describe the nursing informatics</p>	<ul style="list-style-type: none"> • Define nursing informatics • Introduction to nursing informatics • Importance of nursing informatics • Sample applications of 	<p>Lecture</p>	<p>1 hour</p>

To describe the hospital information systems	nursing informatics <ul style="list-style-type: none"> • Introduction to hospital information systems • Importance of hospital information systems 		
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9. Trends in nursing management

Intermediate objectives	Broad Content Area	Activity	Duration
To describe the global trends	<ul style="list-style-type: none"> • Introduction to global trends 	Lecture	1 hour
To describe the health care trends	<ul style="list-style-type: none"> • The health care trends 		
To describe the nursing management trends	<ul style="list-style-type: none"> • Nursing management trends 		

Teaching / Learning Activities :

Lecture, Discussion/group seminar, Tutorials, Assignments.

Visit to a hospital- on ward management

Nursing informatics/Hospital Information Systems

Teaching media: Multimedia, Video, Handouts

Assessment:

Continuous Assessment : Written Assignment (practice based) – 10%

Final Examination : Theory (MCQ -30, SEQ – 4) - 80%

Structured Viva (10 minutes) - 10%

Reading materials

1. Marquis, B.L., & Huston, C.J. (2015). Leadership roles and management functions in nursing : Theory and application. Philadelphia: Wolters Kluwer.
2. Sullivan, E.J., & Decher, P.J., (1997). Effective leadership and management in nursing (4th ed.). Menlo Park, CA: Addison Wesley Longman.
3. Gillies, D.A. (1994). Nursing management (3rd ed.). Philadelphia: W.B. Saunders.

4. Marriner-Tomey, A. (1992). Guide to nursing management (4th ed.). St. Louis: Mosby Year Book.
5. Swansberg, R.C. (1996). Management and leaderships for nurse managers (2nd ed.). Sudbury, MA: Jones and Bartlett.
6. Yoderwise, P.S. (1995). Leading and managing in nursing. St.Louis: Mosby.

References

B.Sc Nursing (Honours) (2018) Curriculum, Department of Nursing and Midwifery, Faculty of Allied Health Sciences, University of Sri Jayewardenepura.

Learning Scenarios

On supervision

There is a report from an auditor from the Ministry of Health informing the ward sister that supervision is essential to improve the functions of the ward and it was not done in a correct way for the last six months. The ward sister is a newly appointed nurse manager. She discussed about this with a senior ward sister. According to what you have learnt about supervision,

What are the different areas that senior ward sister needs to think about regarding the report?

What advises the senior ward sister should give her related to the report?

If you see that report as a student nurse, what do you think about your clinical training environment?

What should be the first step the junior ward sister has to take regarding this report?

Evidence-based practice

There was a competition among the wards in the hospital to select the best ward of maintaining quality of care. According to the selection team there were three categories. The highest level, Moderate and low level category of quality of care. The ward you are working categorized as the ward which provide moderate level quality of care.

If you are in the selection team what selection criteria you would identify?

If you are a nurse manager of the given ward, how would you ensure evidence-based practice in the ward?

What are the strategies you would perform to win the first category level of quality of care among all the wards in the hospital next year?

Nursing Management Process

You are assigned to arrange a New Year party in the hospital on April 20th 2021 by the Chief Nursing Officer (CNO). When you talk about this arrangement with your ward manager, she says that there were number of conflicts among the staff last year when she conducted the similar party. Also, she advised you to take the challenge, think about more and organize well from the beginning to minimize the problems in the next year party.

What should be your initial actions on this arrangement?

What should you do to minimize the problems mentioned by your ward manager?

To see some development than the last year function what do you do?

As a nurse how you can apply nursing management process with this assignment (New Year party)?

How can you relate this function with management in nursing?