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Textbook on Ward Management in Nursing Practice



I Clement

Contents

SECTION-1 Introduction

Chapter 1 Introduction to Ward Management **1**
Factors Influencing Ward Management *2*
Functions of Ward Sister *5*
Organization Principles in Ward Management *8*

Chapter 2 Management **10**
Definitions *10*
Concept of Management *11*
Characteristics of Management *11*
Management is a Profession *11*
Principles of Management *12*
Levels of Management *14*
Steps of Management Process *15*
Functions/Activities of Management *16*

Chapter 3 Nursing Service Department **19**
Meaning of Nursing Service *19*
Definition *20*
Nursing Service Department *20*
Essentials of Nursing Service *20*
Classification of Nursing Practice Personnel *21*
Functions of the Nursing Service Department *21*
Factors Influencing Nursing Service *22*
Common Nursing Service Activities *26*
Roles and Responsibilities *26*

Chapter 4 Nurse Manager **28**
Meaning of Nurse Manager *28*
Qualities of Manager *29*
Basic Functions of a Manager *29*
Responsibilities of Nurse Manager *30*
Role of Nurse Manager *32*
Social Responsibilities of the Manager *34*

Chapter 5 Ward Environment **38**
Nursing Unit Environment *38*
Essential Areas and Facilities *39*
Influence of External Environment *40*
Furnishing Patient Unit *42*

Chapter 6 Patient Care Management 44
Principles of Quality of Nursing Care *44*
Administrating Nursing Care to the Patient *46*
Factors that Influencing Quality Patient Care *47*
Methods of Patient Care *48*
Role and Functions of a Nurse *50*
Management of Patient Care *51*
Patient Safety in the Hospital *55*

SECTION-2 Principles of Management

Chapter 7 Planning 57
Definition *58*
Principles of Planning *58*
Importance of Planning *58*
Characteristics of Planning *59*
Compartment of Planning *59*
Types of Planning *60*
Methods of Planning *61*

Chapter 8 Organization 66
Definition *66*
Aims of Organization *67*
Nature of Organization *67*
Importance or Organization *68*
Types of Organization Structure *69*
Principles of Organization *69*
Principles of Organization in Nursing *72*
Principles of Organization by Henri Fayol *72*
Organization Charts *77*
Benefits of Good Organization *78*
Types of Organization *79*

Chapter 9 Directing/Leading 89
Definition *89*
Characteristics of Direction *90*
Principles of Directing *90*
Issuing Orders in Direction *92*
Characteristics of Good Orders *92*
Elements of Direction *93*

Chapter 10 Leadership in Nursing 95
Definition *95*
Importance of Leadership *96*
Characteristics of Leadership *96*
Main Functions of Leader *97*
Leadership Styles *99*
Autocratic Style *99*

Democratic Style *101*
Participation Style *102*
Laissez Faire Style *102*
Leadership as a Continuum *103*
Building Effective Leadership *105*

Chapter 11 Staffing **107**
Definition *107*
Importance of Staffing *108*
Steps of Staffing *109*
Functions of Staffing *110*
Factors Influencing Number of Nurses *110*
Staffing Norms *111*

Chapter 12 Budgeting **113**
Definition *113*
Meaning of Budget *113*
Purpose of Budget *114*
Features of Budget *114*
Importance of Budget *114*
Principles of Budget *115*
Classifications of Budget *116*
Essential Requisition for Budget *117*
Steps in Budgeting *118*
Advantages of Budget *119*
Limitations of Budget Process *120*
Disadvantages of Budget *120*

Chapter 13 Controlling **122**
Definition *122*
Steps in Control Process *123*
Importance of Controlling *123*
Essentials of Good Control System *124*
Types of Control System *124*
Advantages of Control *125*
Role of Head Nurse in Ward Control *126*

SECTION-3 Techniques and Methods in Ward Management

Chapter 14 Material Management **127**
Definition *127*
Basic Principles of Material Management *128*
Purposes of Material Management *128*
Process of Material Management *129*
Types of Material *129*
Material Management Procedures *130*
Elements of Material Management System *131*

Chapter 15 Inventory Control **133**
Meaning of Inventory Control *133*
Definition *134*
Objectives and Classification of Inventory *134*
Steps in Inventory Control *135*
Functions of Inventory Control *135*
Selective Controls in Material Management *135*
Principles of Inventory Management *138*
Advantages of Inventory *138*
Disadvantages of Inventory *138*

Chapter 16 Duty Roster **139**
Aims of Duty Roster *139*
Objectives of Duty Roster *140*
Purpose of Duty Roster *140*
Principles of Planning Duty Roster *140*
Steps in Planning Duty Roster *141*
Guide to Compiling Duty Roster *144*

Chapter 17 Patient Assignment **147**
Objectives of Patient Assignment *147*
Principles of Patient Assignment *147*
Assignment Planning Process *148*
Patient Assignment Classification *150*

Chapter 18 Personnel/Human Resource Management **155**
Definition *156*
Objectives of Personnel Management *156*
Recruitment *157*
Selection *158*
Placement *159*
Staff Orientation *159*
Training *161*
Retaining *162*
Promotion *162*
Human Resource Planning *163*
Functions of Personnel Management *163*

Chapter 19 Organization Chart in Nursing **168**
Purposes of Organization Chart *168*
Characteristics of an Effective Organizational Chart *168*
Principles of Organization Chart *169*
Types of Organization Chart *169*
Organization Chart in Nursing *171*
Advantages of Organization Chart *171*
Disadvantages of Organization Chart *172*

Chapter 20 Records and Reports in Wards **173**
Purpose of Records *173*
Importance of Records *174*

Principles of Record Writing *175*
Types of Records *175*
General Rules of Recording *176*
Nurses Responsibility in Recording *176*
Purpose of Reports *177*
Types of Reports *177*
Principles of Record Keeping *179*
Nurses Responsibility in Record Keeping *180*

Chapter 21 Nursing Rounds **182**
Definition *182*
Purposes of Nursing Rounds *182*
Importance of Nursing Rounds *183*
Role of Head Nurse in Nursing Rounds *184*
Advantage of Nursing Rounds *184*
Disadvantages of Nursing Rounds *185*

SECTION-4 Skills in Ward Management

Chapter 22 Interpersonal Relationship **187**
Elements of Professional Communication *187*
Principles of Interpersonal Relationship *189*
Interpersonal Relationship System in Nursing *190*
Establishment of Interpersonal Relationship *192*
Problems of Improper Interpersonal Relationship *192*

Chapter 23 Problem Solving **195**
Definition *195*
Skills of Problem Solving *196*
Problem Solving Cycle *197*
Scientific Method of Problem Solving *199*
Problem Solving Stratergy *200*

Chapter 24 Decision Making **203**
Characteristics of Decision Making *203*
Decision Making Process *203*
Effective Decision Making Process *204*
Steps in Decision Making *206*
Decision Making Mechanism *207*
Advantages of Decision Making *207*
Human Factors in Decision Making *208*
Role of Creativity in Decision Making *209*
Individual Decision Making *211*
Group Decision Making *212*

Chapter 25 Communication System in Management **214**
Definition *214*
Nature of Communication *215*
Kinds and Modes of Communication *216*

Purposes of Communication *216*
Importance of Communication *217*
Principles of Communication *217*
Communication Process *218*
Factors Affecting Communication *220*
Basic Communication Skills *223*
Barriers in Communication *225*
Method to Overcome Barriers of Communication *227*

Chapter 26 Human Relations 230
Definition *230*
Meaning of Human Relations *231*
Human Relations in the Context of Nursing *231*
Importance of Human Relations *231*
Nurses Role in Human Relations *232*

Chapter 27 Public Relations 234
Definition *234*
Need of Public Relations *234*
Steps in Public Relations *235*
Tools and Techniques of Public Relations *235*
Aims and Objectives of Public Relations *236*
Bulletin as a Tool in Public Relations *237*
Techniques in Public Relations *237*
Nurses Role in Public Relations *237*

Chapter 28 Time Management 238
Definition *238*
Benefits of Time Management *238*
Barriers to Effective Time Management *239*
Symptoms of Ineffective Time Management *239*
Reasons of Ineffective Time Management *239*
Principles of Time Management *240*

Chapter 29 Supervision 243
Definition *243*
Objectives of Supervision *244*
Functions of Supervisor *244*
Factors Influencing Effective Supervision *245*
Principles of Supervision *246*
Qualitifications of Supervisor *246*
Qualities of Supervisor *246*
Techniques of Supervision *247*
Supervision Methods *247*

Chapter 30 Stress Management 249
Definition *249*
Causes of Stress *250*
Types of Stress *252*
Stress Response *252*

Manifestations of Stress *254*
Stress Management Strategy *255*
Nursing Management of Stress *259*
Nursing Diagnosis *260*
Planning *260*
Implementation *261*
Minimizing Anxiety *261*
Stress Management *262*
Nursing Intervention in Stress Reduction *264*
Coping Enhancement *265*
Relaxation Techniques *267*
An Individual Stress Management Program *268*

Chapter 31 Auditing **271**

Definition *271*
Types of Auditing *272*
Purpose of Nursing Audit *272*
Objectives of Nursing Auditing *273*
Characteristics of Auditing *273*
Benefits of Audit *274*
Nursing Audit *274*
History of Nursing Audit *274*
Nursing Auditor *275*
Methods of Audit *275*
Qualities of Nursing Auditor *276*
Advantages of Nursing Audit *276*
Disadvantages of Nursing Audit *276*
Methods of Nursing Audit *277*
Audit Committee *278*
Audit as a Tool for Quality Controls *279*

Chapter 32 Standards in Patient Care **281**

Purpose of Standards *281*
Characteristics of Standards *282*
Principles of Patient Care Standards *282*
Sources of Nursing Standards *283*
Classification of Standards *283*
Nursing Standards and Nurses Role *284*
Role of Head Nurse in Maintaining Standards *285*
Implementation of Standards *285*

Chapter 33 Quality Assurance **287**

Definition *287*
Objectives of Quality Assurance *287*
Goals of Quality Assurance *288*
Components of Quality Assurance *288*
Quality Assurance Cycle *289*
Steps of Quality Assurance *291*
Quality Assurance in Nursing *292*

Chapter 34 Total Quality Management **294**
Definition *294*
Objectives of Total Quality Management *295*
Total Quality Management—Tools *295*
Total Quality Management—Principles *296*
Elements of Total Quality Management *297*
Total Quality Management Process *302*

Chapter 35 Performance Appraisal in Nursing **304**
Definition *304*
Purpose of Performance Appraisal *305*
Principles of Performance Appraisal *305*
Criteria for Performance Appraisal *306*
Tactics of Performance Appraisal *306*
Performance Appraisal Methods *307*
Performance Appraisal Tool *309*

Chapter 36 Discipline in Management **311**
Meaning of Discipline *311*
Advantages of Discipline *312*
Causes of Indiscipline in Staffing *312*
Dealing with Disciplinary Problems *313*
Errors in Discipline *314*
Management in Disciplinary Action *314*
Role and Functions of Administrator in Discipline *315*

Chapter 37 Evaluation in Management **317**
Objectives of Evaluation *317*
Purposes of Evaluation *317*
Qualities of Good Evaluative System *318*
Evaluation Process *319*
Comparison *321*
Corrective Action *322*
Classifications of Evaluators *322*
Limitations of Evaluation *323*

SECTION-5 Staff Development

Chapter 38 Staff Development: Basics **325**
Meaning of Staff Development *325*
Importance of Staff Development *326*
Staff Development Model *326*
Objectives of Staff Development *327*
Need for Staff Development *327*
Types of Staff Development Program *328*
Functions of Staff Development *329*
Role of Head Nurse in Staff Development *330*

Chapter 39 Staff Welfare 332
Purposes of Staff Welfare *332*
Faculty Improvement Techniques *333*
Staff Welfare Activities *333*
Types of Faculty Welfare *333*
Formulation of Policies *334*
Leave Facilities *336*

Chapter 40 Nursing Conference 339
Definition *339*
Types of Nursing Conferences *339*
Nursing Conference Areas *340*
Time for Conference *340*
Skills Required in Conference *340*
Uses of Nursing Conferences *341*
Preparation for Nursing Conference *341*
Conference Topics *341*

Chapter 41 In-service Education 343
Meaning of In-service Education *343*
Definition *344*
Purpose of In-service Education *344*
Aims of In-service Education *344*
Objectives of In-service Education *345*
Need for In-service Program *346*
Components of In-service *346*
Factors Influencing In-service Education *347*
Planning for In-service Education *347*
Types of In-service Education *347*
Scope of In-service Education *348*
Characteristics of Good In-service Education Program *349*
Principles for Developing an In-service Education Program *351*
Importance of In-service Education *351*
Problems Related to In-service Education *352*
Suggestions for Improvement of In-service Education Program *352*
Advantages of In-service Education *353*
Disadvantages of In-service Education *353*
Evaluation Methods Used in In-service Education *353*

Chapter 42 Continuing Education 355
Definition *355*
Objectives of Continuing Education *356*
Purposes of Continuing Education *356*
Need for Continuing Education *356*
National Policy on Continuing Education *357*
Programs of Action on NPE *357*

SECTION-6 Ward Teaching for Students

Chapter 43 Ward Teaching **361**
Definition *361*
Importance of Ward Teaching *362*
Principles of Ward Teaching *362*
Types of Ward Teaching Program *362*
Incidentional Teaching *365*

Chapter 44 Bedside Clinic **366**
Purposes *366*
Preparation *367*
Methods: Steps Involved *367*
Advantages of Bedside Clinic *367*
Disadvantages of Bedside Clinic *368*

Chapter 45 Clinical Teaching Methods **369**
Commonly Used Clinical Teaching Methods *370*
Purposes of Clinical Teaching *370*
Essentials of Good Clinical Instruction *371*
Functions of the Clinical Instructor *371*

Chapter 46 Care Plan Method **373**
Meaning of Care Plan *373*
Definition *374*
Principles of Constructing Care Plan *374*
Resources of Care Plan *374*
Developing Patient Care Plans *375*
Advantages of Nursing Care Plan *377*
Common Students Problems *378*
Disadvantages of Care Plan *378*

Chapter 47 Case Method **379**
Case Method of Patient Care *379*
Nurse Manager's Role *380*
Case Study/Case Presentation *380*
Case Analysis *381*
Case Incident Techniques *381*

Chapter 48 Case Presentation **384**
Meaning *384*
Purposes of Case Presentation *384*
Phases in Case Presentation *385*
Preparation of A-V Aids *385*
Physical Set-up *386*
Procedure of Presentation *386*
Format for Case Presentation *387*
Advantages of Case Presentation *388*

Chapter 49 Case Study Method **389**
Meaning *389*
Criteria for Good Case Study *389*
Sources of Case Study *390*
Principles *390*
Steps in Nursing Case Study *390*
Form and Presentation *391*
Advantages of Nursing Case Study *391*
Disadvantages of Case Study *392*

Chapter 50 Demonstration **393**
Definition *393*
Meaning *394*
Uses of Demonstration *394*
Types of Demonstration *394*
Precautions *394*
Limitations *395*
Preparation *395*
Advantages *397*
Disadvantages *397*

Glossary *399*
Bibliography *409*
Index *413*

CHAPTER

4

Nurse Manager

JAYPEE BROTHERS

INTRODUCTION

Nursing is a professional career followed by many and it forms part of a very competitive industry. As a nurse manager, duties and responsibilities will require much skill and professionalism; this is achievable with dedication, hard work and a passion for the career. A nurse manager's role is one of leadership. A person would therefore require excellent communication skills with people of all ages, genders and races. Above this, one must be able to work with people from all ethnic backgrounds and be an extrovert. The nurse manger role requires a lot of responsibility and one must be able to accept this challenge and all the duties and responsibilities that are allocated with this skilled and professional line of work.

MEANING OF NURSE MANAGER

The nurse manager is responsible for the particular unit; she also called as unit manager. The head nurse holds one of the important positions in the hospital. She is an administrative officer who receives her authority in direct line from the director of the hospital through the director of the nursing service. In democratic institution she has an opportunity to participate in the formulation of hospital policy which affects her

work. To her is delegated the immediate responsibility for the nursing care of the patient which is the primary functions of the hospital.

QUALITIES OF MANAGER

1. Good physical health
2. Commanding power
3. Ability to understand
4. Ability for proper judgment
5. Will power
6. A sense of responsibility and willingness to accept responsibility
7. Professional knowledge
8. Experience and enthusiasm in the work he is doing.

BASIC FUNCTIONS OF A MANAGER

Management is the creation and control of technological and human environment of an organization in which human skill and capacities of individuals and groups find full scope for their effective use in order to accomplish the objectives for which an enterprise has been set up. It is involved in the relationship of the individual, group, the organization and the environment. Management is the technique of getting things done and it is based on economic resource, goal, process, authority, etc. Management has been defined as the act of doing things through and with people in formally organized groups. Ducker (1974) identifies five basic functions of a manager:

1. Establishes objectives and goals for each area and communicates them to the persons who are responsible for attaining them.
2. Organizes and analyzes the activities, decisions, and relations needed and divides them into manageable tasks.
3. Motivates and communicates with the people responsible for various jobs through team work.
4. Analyses, appraises and interprets performance and communicates the meaning of measurement tools and their results to staff and superiors.
5. Develops people, including self.
6. Carrying out the instructions of the medical officers regarding treatment of patients, observing and recording the progress of treatment and generally assisting the medical officer to achieve his therapeutic aim.

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7. General cleanliness and upkeep of the ward and its surrounding areas to provide neat and cheerful environments for the patients.
8. Supervision of care and maintenance of buildings, furniture, fittings and arranging their reports.
9. Keeping the ward equipment in optimum state of readiness by prompt repairs and replacement through condemnation boards.
10. Assignment or duties for patients care to the staff working is the ward taking into consideration the capabilities of each.
11. Indenting the collection of various items of medical other stores.
12. Ensuring that all specimens are sent to the laboratory in time and results collected when due.
13. Maintaining strict control over accounting and distribution of controlled and dangerous drugs.
14. Requisition of diet as per instructions of the medical officer and ensuring that the diets and extras are distributed to patients as per the requisition.
15. Ensuring that sufficient linen is available in the ward.
16. Maintenance of all the registers and documents required in the ward.
17. Overall supervision of all that happens in the ward is to ensure that the patient's treatment and recovery is as smooth and pleasant as possible.
18. Training of nursing and other personnel working in the ward.

RESPONSIBILITIES OF NURSE MANAGER

The head nurse—nurse manager is the nursing officer overall in charge of a ward unit. She/he is responsible to the medical officer in charge as well as the matron for efficient performance of his/her own duties and those of nursing personal placed under his/her charge. This dual authority over his/her activities sometimes leads to conflict and clash of personalities. The functional authority of the physician requires the nursing officer to carry out his/her instructions for treatment of the patients whereas she/he has no authority to relieve his/her of the patients whereas she/he has no authority to relieve his/her duties or change if she/he does not perform his/her functions adequately. That is the responsibility of the matron. Similarly, in ward management there might be orders and counter orders originating from two sources

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of authority over his/her knowledge and a thorough understanding of each other's responsibilities to manage a ward efficiently. Some of the important duties of a head nurse are listed below:

1. Development of the philosophy of nursing, the statement of purpose for nursing services and the description of nursing functions.
2. Setting goals and objectives for, nursing services.
3. Setting standards of resident care, involving residents wherever possible.
4. Development and implementation of nursing services, policies and procedures.
5. Preparation and management of the nursing services and budget according to the facility's policies and procedures.
6. Development of a human resources plan for the service with consideration of the appropriate mix of professional and support staff to meet the needs of the resident population served.
7. Selection, placement, promotion, transfer or termination of nursing staff according to the facility's policies and procedures.
8. Ensuring that all nursing staff receives regular written performance appraisals.
9. Review and approval of position descriptions.
10. Conducting or guiding the program to monitor, evaluate and improve the quality of nursing services.
11. Ensuring the competency of staff by a process of identification, current certification and/or recertification for the performance of specific nursing skills.
12. Support and promotion of the orientation staff development and continuing education of nursing staff.
13. Provision of formal liaison with other clinical services, support services and with external agencies.
14. Ensuring representation of staff on committees which affect the service.
15. Delegation of clinical and managerial responsibilities to appropriately qualified staff.
16. Coordination of nursing services with other facility services.
17. Participation in decision making at the senior management level.
18. Participation as a member of the research committee.
19. Providing support for education and research activities.

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20. Promoting liaison, co-operation and coordination of services/ programs with community agencies and other health care providers.
21. Ensuring that information obtained by nursing staff is available to relevant members of the health care team, resident and family in a professional manner, consistent with facility policies and procedures for maintaining confidentiality of information.

ROLE OF NURSE MANAGER

1. **Delegation of duty:** Assign staff, the duties to ensure smooth functioning to achieve goal.
2. **Co-ordinate the activities:** By scheduling work assignment, setting priorities and directing the work of subordinate employees.
3. **Evaluates and verifies:** The nurse's performance, through review of completed work assignments and work techniques.
4. **Identify and plan:** Staff development and training needs and ensures that staff nurses get the training.
5. **Record and report keeping:** She maintains the records, prepares report and composes correspondence related to work.
6. **Supervision:** Supervises the general nursing services provided by staff nurses.
7. **Preparing objectives:** She develops plan and objectives for her work area.
8. **Program evaluation:** Evaluates the nursing programs and nursing care plans
9. **Patient assignment:** Conducts assessment of patient's need and initiate nursing care plan.
10. **Coordination:** Co-ordinate the community nursing activities with those of social work staff to ensure continuity of care.
11. **Auditing:** Evaluates and documents the patient's progress.
12. **Public relation officer:** Serves as a liason between the staff nurses and higher authority.
13. **Advisor:** As an advisor to other disciplines.
14. **Budgeting:** Assesses needs for personnel, supplies, equipments and physical facilities for budget planning.
15. **Organization:** Organizes educational activities for the development of staff nurses.

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Nurse as a manager performs various managerial functions such as assigning staff, coordinating the activities, evaluation of nursing performances, staff development and training, maintains record and reports, supervises the nursing services, serves as a liaison, acts as an advisor, assesses needs, plans and organizes the activities for staff nurses.

INTERPERSONAL ROLE

1. **Figure head role:** Deals largely with economical and symbolic activities. Conducting tours for visiting dignitaries and attending grand opening' ceremonies.
2. **Leader role:** It involves those leadership and motivational activities that are essential to the management of people. As a leader, the administrator must perform the human resources management functions required in staffing and maintaining a qualitative work force.
3. **Liaison role:** This includes those activities by which the administrator develops and maintains a network of contacts outside the organization. Specific activities might involve membership in professional organizations and mail correspondence.

INFORMATIONAL ROLES

1. **Monitor role:** It deals with search for and collection of information that is of value to the organization. The nurse manager used his/her role to seek information from many sources, both inside and outside the institution/organization.
2. **Disseminator role:** This role entails the transmission of relevant information to those in the workplace that "have a need to know". The dissemination may be written or oral, formal of informal.
3. **Spokesperson role:** As the name signifies, this role deals with the dissemination of information to those outside the organization. Such information is usually related to organizational plans, strategies, policies, actions, performance and other issues of organizational interest and community.

DECISIONAL ROLES

1. **Entrepreneur role:** It is the process by which the nurse manager seeks and identifies opportunities to promote improvement and needed change. In this role, the nurse administrator is also involved in the development and implementation of change in strategy.

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2. **Disturbance handler role:** This role equips the nurse manager to take corrective action needed to resolve important unexpected disturbances. In this role, the nurse manager must handle utility service problems, strikes and natural disasters.
3. **Resource allocator role:** This role entails the allocation of scarce resources to the many requests for those resources; specific activities might include developing and monitoring budget, predicting future resource needs and forecasting future resource problems.
4. **Negotiated role:** It requires that the nurse manager negotiate resolutions to important disputes both inside and outside the organization.

SOCIAL RESPONSIBILITIES OF THE MANAGER

As a nurse manager will manage the day to day running of the regional nursing team and contribute to the growth and success of the society by assisting in the development and maintenance of an efficient, profitable and high quality home care service.

OBJECTIVES OF SOCIAL RESPONSIBILITY

1. A business firm should not ignore the welfare of the society.
2. Policies and decisions of the business enterprise should focus on values of society.
3. Earning profit by honoring values of society.
4. To assist the promotion of welfare of the society.

Components or areas of social responsibility: We have observed in the previous section that a number of factors have influenced businessmen to make them realize their social responsibility. Now we shall explain the nature of social obligations to be discharged by the businessmen to the various sections of the society.

I. **Towards Owners of Enterprise:** The responsibility of business enterprises towards their owners is:
   a. Payment of a fair rate of dividend regularly.
   b. Maximization of the net present value of the business through effective management.
   c. Ensuring full participation of owners in the management of the affairs of the enterprise.

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d. Arresting the tendency towards the growth of "Oligarchic management."
e. Supplying of accurate and comprehensive reports giving full information on the working of the company.
f. Disclosing of financial information and clarifying information and clarifying doubts, if any.
g. Accessibility of chairman and directors to the owners for getting information relating to the company.

II. Towards Workers: Some of the responsibilities of a business enterprise towards its workers are:

a. Security of job with fair wages, bonus, profit-sharing, etc.
b. Fair promotional practices.
c. Equal opportunity for growth and development within the organization.
d. Facilities for training and opportunity to the workers for improving their skill.
e. Encouraging participative management in the company.
f. Providing employee welfare and social security and better working facilities.
g. Protecting workers from occupational hazards.
h. Encouraging the development of good trade union leadership.
i. Change in the attitude of management towards workers and realize the fact that the management is the management of men and not of machines.

III. Towards Consumers: The responsibility of business enterprise towards consumers of its products is:

a. Ensuring availability of products in the right quality, at the right place and at the right time.
b. Supplying products of high quality.
c. Charging reasonable prices for its products.
d. Using correct measures.
e. Providing good after-sales services.
f. Avoiding restrictive trade practices and other undesirable methods to exploit the consumer.
g. Encouraging the formation of associations of consumer's satisfaction and welfare.

IV. Towards the Society: The obligations of a business to the society are:

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a. Optimizing the use of resources.
b. Producing goods and services efficiently and contributing to the economic well-being of the society.
c. Providing public amenities and avoiding the conditions of slums and congestion.
d. Maintaining environmental ecology and adopting anti-pollution measures.
e. Participating in social welfare programs, such as adopting villages for their all-round development, providing for medical facilities, sanctioning educational scholarships to deserving students, constructing shelter at bus stops, contributing to funds meant for the benefit of society, undertaking social forestry, etc.
f. Ensuring that the gains of improved production of the enterprises are shared by all the constituents of the society, viz. management, shareholders, workers and consumers.

V. Towards the Government

The obligations of business enterprise to the government are

a. Strictly observing the provisions of the various laws and enactments.
b. Extending full support to the government in its efforts to solve national problems such as unemployment, food, inflation, regional imbalance in economic development, etc.

VI. Towards the Weaker Section of Society

The obligations of a business enterprise to the weaker sections of the society are:

a. Helping the weaker sections by providing to them an opportunity for growth.
b. Encouraging voluntary organizations and agencies engaged in improvement of the weaker sections.

VII. Towards the Economic Policy of State

The obligations of a business enterprise towards the economic policy of state are:

a. Encouraging development of small business, import substitution and self-reliance and dispersal of economic activity.
b. Producing goods to meet the needs of the various sections of society.

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c. Helping the government in its efforts to hold the price line.
d. Taking measures to sub serve the national policy to establish an egalitarian social order in the country.

CONCLUSION

The head nurse takes the lead in developing objectives and stimulating the staff to share in the process. She makes sure that objectives are kept uppermost in the minds of each staff members and that these objectives are used continuously by all for the evaluation of nursing care and assessment of staff performance. The staff nurse, on whom the head nurse relies to help established and meet objectives are registered nurse, licensed practical nurses and nurse aids. One of the most important factors in the attainment of nursing objectives is the leadership ability of the head nurse.

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- Helps to build leadership skills in nurses
- Understand the management responsibility
- Helps to provide total quality care to the patient.



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