Contents

1. Management: An Introduction and Overview 1
- *Concepts of Management 1*
- *Features of Management 2*
- *Principles of Management 3*
- *Functions of Management 5*
- *Management Versus Administration 8*
- *Management Theories 9*
- *Managerial Skills 11*
- *Levels of Management 12*
- *Emerging Challenges for Management 14*

2. Planning 15
- *Planning 15*
- *Purpose of Planning 16*
- *Natures of Planning 16*
- *Principles of Planning 17*
- *Requirements of a Good Plan 17*
- *Types of Planning 18*
- *Elements/Components of Planning 19*
- *Advantages of Planning 19*
- *Limitations/Disadvantages of Planning 20*
- *Steps/Process of Planning 21*
- *Reasons for Planning Failure 23*
- *Establishing Objectives 23*
- *Management by Objectives 24*
- *Guidelines for Writing Objectives 25*
- *Strategy Management 28*
- *Strategy-Making Process 29*

3. Organization 31
- *Natures of Organization 32*
- *Purposes of Organization 33*
- *Principles of Organization 33*
- *Characteristic of Organization 34*

Designing Organizational Structures 34
- *Types of Organizational Structure 35*

Authority 37
- *Natures of Authority 38*
- *Sources of Authority 38*
- *Types of Authority 38*

Delegation 40
• *Parts of Delegation 41*
• *Objective of Delegation 41*
• *Types of Delegation 41*
• *Principles of Delegation 42*
• *Steps to Make Delegation Effective 42*
• *Benefits/Advantages of Delegation (Sppeed) 42*
• *Limitations/Disadvantages 43*
• *Reasons for Under-Delegation 43*
• *Leadership Role and Functions Associated with Delegation 44*
Accountability 44
• *Types of Accountability 45*
• *Criteria for Making Accountability Effective 45*
Centralization and Decentralization 45
• *Centralization 45*
• *Decentralization 46*
• *Factors Affecting Decentralization 46*
• *Distinction between Delegation and Decentralization 46*
Power, Politics, Negotiation and Labor Relations 47
• *Types of Power 48*
• *Principles of Power 48*
Group Dynamics 50
• *Types of Groups 50*
• *Characteristics of Group 51*
• *Stage of Group Development 52*
• *Task Roles of Groups 52*

4. Staffing 54
• *Importance and Need for Proper Staffing 54*
• *Purposes of Planning for Staffing 55*
• *Elements of Staffing 55*
• *Human Resource Planning 55*
• *Orientations and Scheduling 56*
• *Points to be Considered While Scheduling the Duty 57*
• *Objectives of Staffing in Nursing 57*
• *Recruiting and Selection of Staff 58*
• *Selection 59*
• *Staff Development 61*
• *Promotion 61*

5. Coordination 63
• *Cooperation and Coordination 63*
• *Nature and Characteristics 64*
• *Importance of Coordination 64*
• *Principles of Coordination 64*
• *Types of Coordination 65*
• *Techniques of Coordination 66*

6. Directing and Leading Motivation 67

Motivation 67

- *Definition of Motivation 68*
- *Theories of Motivation 68*
- *Modern Theories of Motivation 72*
- *Expectancy Theory 76*

Job Satisfaction and Morale 78

- *Definition 79*
- *Purpose of Job Satisfaction 79*
- *Factors Contributing to Job Satisfaction 79*
- *Job Satisfaction is Influenced by Employee Attitudes About 79*
- *Factors Significantly Related to Nurses Job Satisfaction 80*
- *Consequences of Job Satisfaction 80*

Supervision 81

- *Importance of Supervision 81*
- *Changing Concept of Supervision 82*
- *Factors of Effective Supervision 82*
- *Qualities of Supervisor 83*
- *The Responsibilities of the Supervisors 84*
- *Function of Supervision 84*

7. Reporting 85

Communication 85

- *Definition of Communication 86*
- *Elements of Communication 86*
- *Types of Communication 87*
- *Importance of Communication 90*
- *Techniques for Effective Communication 90*
- *Effective Communication 91*
- *Barriers to Communication 92*
- *Poor Timing/Inappropriate Channel/Network Breakdown 93*
- *Traits of a Good Communication 94*
- *Role of Administrator/Manager in Communication 95*
- *Avoiding Communication Mistakes 95*

Meeting 96

- *Types of Meeting 96*
- *Effective Meetings-Tips 97*
- *Before the Meeting 97*
- *During the Meeting 97*
- *Creating a Meeting Agenda 98*
- *Tips for Writing Meeting Minutes 98*

8. Budget 100

- *Types of Budget 101*
- *Budgeting Process in Health Sectors 102*
- *Importance of Budgeting in Administration 102*

9. Leadership 104
- *Leadership 104*
- *Definition 105*
- *Functions of Leadership 105*
- *Leaderships and Managements 106*
- *Principles of Leadership 106*
- *Different Approach to Leadership 107*
- *Autocratic Leader 108*
- *Democratic Leaders 108*
- *Laissez Faire or Free Rein Leadership 109*
- *Personal Characteristic of a Leadership 110*
- *Leadership Theories 111*
- *Ohio State Model 113*
- *Situational Theory (Fiedler, 1967) 115*
- *Qualities of a Leader 116*

10. Human Resource Planning and Development (HRD) 118
- *Objectives of HRD 119*
- *Natures of HRD 119*
- *Elements of HRD 119*
- *Human Resources Development System 120*
- *Human Resources Planning 120*
- *Objectives of HR Planning 121*
- *Advantages/Importance of HRP 121*
- *Planning of Human Resources in Health 122*
- *Objectives of Planning of Human Resources in Health 123*
- *Steps of HR Planning 123*
- *Prerequisites of Manpower Planning 128*
- *Obstacle of HR Planning 129*

Discipline of Personnel 129

Conflict 132
- *Definition of Conflict 133*
- *Types of Conflict 133*
- *Sources of Conflict 133*
- *Effect of Conflict 134*
- *Management of Conflict 134*
- *Conflict Resolution 135*
- *Strategies of Conflict Management 136*
- *Techniques Conflict Resolution 136*
- *Manager Role and Responsibilities about Conflict Management 137*
- *Approaching to Conflict Resolution 137*

Creative Problem Solving 137
- *The Stages of Problem Solving 138*
- *Creative Problem Solving: Four Stages 139*
- *Preparing to Run a Creative Session 140*
- *Assessing Your Natural Creativity 141*

Decision Making and Problem Solving 142
- *Definitions of Decision Making 143*
- *Characteristics of Decision Making 143*

• *Decision Making Styles 144*
• *Process of Decision Making 144*
• *Making Decision Effective 145*
• *Group Decision Making 146*
• *Group Decision Making Methods 146*
• *Six Different Types of Decision Making 'Hats' 147*

Evaluation 148

• *Principles of Evaluation 149*
• *Purposes of Appraisal 149*
• *The Appraisal Process 149*
• *Characteristics of Appraisal Tool 150*
• *Methods of Performance Appraisal/Evaluation Tools/Performance Appraisal Tools 150*
• *Common Errors in Carrying Out Evaluation/Common Errors in Performance Appraisal 153*
• *Application of Controlling to Nursing Health Care Setting and Other Institutions 154*

11. Quality Assurance Management 155

• *Dimension of Quality Assurance 156*
• *Indicators of Quality Services 157*
• *Quality Control in Nursing Practice 157*
• *Purposes of Control 158*
• *Characteristics of an Ideal Control System 158*
• *Areas of Control 159*
• *Types of Control 160*
• *Basic Steps in Control Process 161*
• *Benefits of Control 162*
• *Problems in Control Process 163*
• *Application of Controlling to Health Care Setting 163*
• *Leadership Role and Responsibilities Associated with Quality Control 164*
• *Nursing Standard and Nursing Audits 165*
• *Types of Standards of Clinical Nursing Practice 166*
• *Concept of Nursing Audits 166*
• *Purposes of Nursing Audit 166*
• *Methods of Nursing Audits 167*
• *Methods to Develop Criteria 167*
• *Quality Control Committee (QCC) 168*
• *The Role and Responsibilities of the Nurse Manager in Maintaining Quality and Managing Risk 169*

Performance Appraisal 170

• *Objectives of Performance Appraisal 171*
• *Pre-requisites for Effective and Successful Performance Appraisal 176*

12. Information Management Systems 178

• *Assessing Information 179*
• *Characteristic of Health Information Management System 179*
• *Importance, Strength and Constraints of HIMS 180*

- *LMIS (Logistic Management Information System) 181*
- *Overall Objective 182*
- *Major Activities of Logistics Management Division 182*
- *Overview of Existing Health Logistics 182*

13. Change Process 184
- *Organizational Change 184*
- *Need for Change 185*
- *Forces for Changes 185*
- *Resistance of Changes 186*
- *Nurses Resistance for Change 186*
- *Types of Changes 187*
- *Types of Behavior Changes 187*
- *Change Agent 189*
- *Manager's Responsibilities in Bringing Successful Change 190*
- *Nursing Service 191*
- *Nursing Education 191*
- *Preparing Yourself for Changing 191*
- *Top Ten Personal Knowledge Management for the Future 192*

14. Disaster Management 193
- *Introduction of Disaster 193*
- *Types/Classification of Disaster 194*
- *Factors Contributing to Disaster 194*
- *Consequences of Disaster 195*
- *Triage 196*
- *The Process of Disaster Planning 197*
- *Disaster Management 198*
- *Disaster Management in Hospital and Community 199*
- *Nurse's Roles and Responsibilities in Disaster Management 202*

Bibliography 205

Index 207