

## **NURSING MANAGEMENT AND LEADERSHIP**

**PLACEMENT:** VI Semester

**THEORY:** 3 Credits (60 hours) includes Lab/Skill Lab hours also

**PRACTICUM:** Clinical: 1 Credits (80 hours)

**DESCRIPTION:** This course is designed to enable students to acquire knowledge and competencies in areas of administration, and management of nursing services and education. Further prepares the students to develop leadership competencies and perform their role as effective leaders in an organization.

**COMPETENCIES:** On completion of the course, the students will be able to

1. Analyze the health care trends influencing development of nursing services and education in India.
2. Describe the principles, functions and process of management applied to nursing.
3. Develop basic understanding and beginning competencies in planning and organizing nursing services in a hospital.
4. Apply the concept of human resource management and identify the job description for all categories of nursing personnel including in service education.
5. Discuss the principles and methods of staffing and scheduling in an individual hospital/nursing unit.
6. Develop skill in management of materials and supplies including inventory control.
7. Develop team working and inter professional collaboration competencies.
8. Identify effective leadership styles and develop leadership competencies.
9. Utilize the knowledge of principles and line of control and participate in quality management and evaluation activities.
10. Utilize the knowledge related to financial planning in nursing services and education during budgetary process.

11. Apply the knowledge of nursing informatics in maintenance of records and reports relevant to patient information, nursing care and progress.
12. Demonstrate understanding of the INC guidelines for establishment and accreditation of educational institutions in terms of faculty norms, physical infrastructure and clinical facilities.
13. Demonstrate beginning competencies in planning, organizing and staffing at college including implementation and evaluation of curriculum.
14. Identify the legal issues and laws relevant to nursing practice and education.
15. Apply the knowledge and utilize the various opportunities for professional advancement.

## COURSE OUTLINE

### T – Theory

Unit	Time (Hrs)	Learning Outcomes	Content	Teaching/ Learning Activities	Assessment Methods
I	1 (T)	Explore the health care, development of nursing services and education in India and trends	<b>Health Care and Development of Nursing Services in India</b> <ul style="list-style-type: none"> <li>• Current health care delivery system of India – review</li> <li>• Planning and development of nursing services and education at global and national scenario</li> <li>• Recent trends and issues of nursing service and management</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture cum discussion</li> <li>• Directed reading and written assignment</li> </ul>	<ul style="list-style-type: none"> <li>• Short answer</li> <li>• Assessment of assignment</li> </ul>
II	2 (T)	Explain the principles and functions of management applied to nursing  Describe the introductory concepts of management as a process	<b>Management Basics Applied to Nursing</b> <ul style="list-style-type: none"> <li>• Definitions, concepts and theories of management</li> <li>• Importance, features and levels of management</li> <li>• Management and administration</li> <li>• Functions of management</li> <li>• Principles of management</li> <li>• Role of a nurse as a manager</li> </ul> <b>Introduction to Management Process</b> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Organizing</li> <li>• Staffing</li> <li>• Directing/Leading</li> <li>• Controlling</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture and discussion</li> </ul>	<ul style="list-style-type: none"> <li>• MCQ</li> <li>• Short answer</li> </ul>
			<b>MANAGEMENT OF NURSING SERVICES</b>		
III	4 (T)	Describe the essential elements of planning	<b>Planning Nursing Services</b> <ul style="list-style-type: none"> <li>• Vision, Mission, philosophy, objectives</li> <li>• Nursing service policies, procedures and manuals</li> <li>• Functional and operational planning</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture and Discussion</li> <li>• Visit to specific hospital/ patient care units</li> <li>• Demonstration of disaster drill in the respective setting</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate Mission &amp; Vision Statement for the nursing department/ unit</li> <li>• Assessment</li> </ul>

Unit	Time (Hrs)	Learning Outcomes	Content	Teaching/ Learning Activities	Assessment Methods
			<ul style="list-style-type: none"> <li>• Strategic planning</li> <li>• Program planning – Gantt chart &amp; milestone chart</li> <li>• Budgeting – concepts, principles, types,</li> <li>• Budget proposal, cost benefit analysis</li> <li>• Planning hospital and patient care unit (Ward)</li> <li>• Planning for emergency and disaster</li> </ul>		<ul style="list-style-type: none"> <li>• of problem-solving exercises</li> <li>• Visit Report</li> </ul>
IV	4 (T)	Discuss the concepts of organizing including hospital organization	<p><b>Organizing</b></p> <ul style="list-style-type: none"> <li>• Organizing as a process – assignment, delegation and coordination</li> <li>• Hospital – types, functions &amp; organization</li> <li>• Organizational development</li> <li>• Organizational structure</li> <li>• Organizational charts</li> <li>• Organizational effectiveness</li> <li>• Hospital administration, Control &amp; line of authority</li> <li>• Hospital statistics including hospital utilization indices</li> <li>• Nursing care delivery systems and trends</li> <li>• Role of nurse in maintenance of effective organizational climate</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture cum discussion</li> <li>• Comparison of organizational structure of various organizations</li> <li>• Nursing care delivery systems – assignment</li> <li>• Preparation of Organizational chart of hospital/ Nursing services</li> </ul>	<ul style="list-style-type: none"> <li>• Short answer</li> <li>• Assessment of assignment</li> </ul>
V	6 (T)	Identify the significance of human resource management (HRM) and material management and discuss its elements	<p><b>Staffing (Human resource management)</b></p> <ul style="list-style-type: none"> <li>• Definition, objectives, components and functions</li> </ul> <p><b>Staffing &amp; Scheduling</b></p> <ul style="list-style-type: none"> <li>• Staffing – Philosophy, staffing activities</li> <li>• Recruiting, selecting, deployment</li> <li>• Training, development, credentialing, retaining, promoting, transfer, terminating, superannuation</li> <li>• Staffing units – Projecting staffing requirements/calculation of requirements of staff resources Nurse patient ratio, Nurse Population ratio as per SIU norms/IPH Norms, and Patient classification system</li> <li>• Categories of nursing personnel including job description of all levels</li> <li>• Assignment and nursing care responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture and discussion</li> <li>• Role play</li> <li>• Games self-assessment, case discussion and practice session</li> <li>• Calculation of staffing requirements for a specified ward</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate Job description at different levels of care &amp; compare with existing system</li> <li>• Preparation of duty roster</li> </ul>

Unit	Time (Hrs)	Learning Outcomes	Content	Teaching/ Learning Activities	Assessment Methods
		<p>Explain the procedural steps of material management</p> <p>Develop managerial skill in inventory control and actively participate in procurement process</p>	<ul style="list-style-type: none"> <li>• Turnover and absenteeism</li> <li>• Staff welfare</li> <li>• Discipline and grievances</li> </ul> <p><b>In-Service Education</b></p> <ul style="list-style-type: none"> <li>• Nature and scope of in-service education program</li> <li>• Principles of adult learning – review</li> <li>• Planning and organizing in-service educational program</li> <li>• Methods, techniques and evaluation</li> <li>• Preparation of report</li> </ul> <p><b>Material Resource Management</b></p> <ul style="list-style-type: none"> <li>• Procurement, purchasing process, inventory control &amp; role of nurse</li> <li>• Auditing and maintenance in hospital and patient care unit</li> </ul>	<ul style="list-style-type: none"> <li>• Visit to inventory store of the institution</li> </ul>	<ul style="list-style-type: none"> <li>• Preparation of MMF/records</li> <li>• Preparation of log book &amp; condemnation documents</li> <li>• Visit Report</li> </ul>
<b>VI</b>	5 (T)	Describe the important methods of supervision and guidance	<p><b>Directing and Leading</b></p> <ul style="list-style-type: none"> <li>• Definition, principles, elements of directing</li> <li>• Supervision and guidance</li> <li>• Participatory management</li> <li>• Inter-professional collaboration</li> <li>• Management by objectives</li> <li>• Team management</li> <li>• Assignments, rotations</li> <li>• Maintenance of discipline</li> <li>• Leadership in management</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture and discussion</li> <li>• Demonstration of record &amp; report maintenance in specific wards/ departments</li> </ul>	<ul style="list-style-type: none"> <li>• Assignment on Reports &amp; Records maintained in nursing department/</li> <li>• Preparation of protocols and manuals</li> </ul>
<b>VII</b>	4 (T)	<p>Discuss the significance and changing trends of nursing leadership</p> <p>Analyze the different leadership styles and develop leadership competencies</p>	<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Definition, concepts, and theories</li> <li>• Leadership principles and competencies</li> <li>• Leadership styles: Situational leadership, Transformational leadership</li> <li>• Methods of leadership development</li> <li>• Mentorship/preceptorship in nursing</li> <li>• Delegation, power &amp; politics, empowerment, mentoring and coaching</li> <li>• Decision making and problem solving</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture cum discussion</li> <li>• Self-assessment</li> <li>• Report on types of leadership adopted at different levels of health care in the given setting</li> <li>• Problem solving/ Conflict management exercise</li> <li>• Observation of managerial roles at different levels (middle level managers-ward incharge, ANS)</li> </ul>	<ul style="list-style-type: none"> <li>• Short answer</li> <li>• Essay</li> <li>• Assessment of exercise/report</li> </ul>

Unit	Time (Hrs)	Learning Outcomes	Content	Teaching/ Learning Activities	Assessment Methods
			<ul style="list-style-type: none"> <li>• Conflict management and negotiation</li> <li>• Implementing planned change</li> </ul>		
<b>VIII</b>	4 (T)	Explain the process of controlling and its activities	<p><b>Controlling</b></p> <ul style="list-style-type: none"> <li>• Implementing standards, policies, procedures, protocols and practices</li> <li>• Nursing performance audit, patient satisfaction</li> <li>• Nursing rounds, Documentation – records and reports</li> <li>• Total quality management – Quality assurance, Quality and safety</li> <li>• Performance appraisal</li> <li>• Program evaluation review technique (PERT)</li> <li>• Bench marking, Activity plan (Gantt chart)</li> <li>• Critical path analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture cum discussion</li> <li>• Preparation of policies/ protocols for nursing units/ department</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of prepared protocols</li> </ul>
<b>IX</b>	4 (T)	Explain the concepts of organizational behavior and group dynamics	<p><b>Organizational Behavior and Human Relations</b></p> <ul style="list-style-type: none"> <li>• Concepts and theories of organizational behavior</li> <li>• Group dynamics</li> <li>• Review – Interpersonal relationship</li> <li>• Human relations</li> <li>• Public relations in the context of nursing</li> <li>• Relations with professional associations and employee unions</li> <li>• Collective bargaining</li> <li>• Review – Motivation and morale building</li> <li>• Communication in the workplace – assertive communication</li> <li>• Committees – importance in the organization, functioning</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture and discussion</li> <li>• Role play/ exercise – Group dynamics &amp; human relations</li> </ul>	<ul style="list-style-type: none"> <li>• Short answer</li> <li>• OSCE</li> </ul>
<b>X</b>	2 (T)	Describe the financial management related to nursing services	<p><b>Financial Management</b></p> <ul style="list-style-type: none"> <li>• Definition, objectives, elements, functions, principles &amp; scope of financial management</li> <li>• Financial planning (budgeting for nursing department)</li> <li>• Proposal, projecting requirement for staff, equipment and supplies for – Hospital &amp; patient care units &amp; emergency and disaster units</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture cum discussion</li> <li>• Budget proposal review</li> <li>• Preparation of budget proposal for a specific department</li> </ul>	<ul style="list-style-type: none"> <li>• Short answer</li> <li>• Essay</li> <li>• Assessment of assignment</li> </ul>

Unit	Time (Hrs)	Learning Outcomes	Content	Teaching/ Learning Activities	Assessment Methods
			<ul style="list-style-type: none"> <li>Budget and Budgetary process</li> <li>Financial audit</li> </ul>		
<b>XI</b>	1 (T)	Review the concepts, principles and methods and use of nursing informatics	<b>Nursing Informatics/ Information Management – Review</b> <ul style="list-style-type: none"> <li>Patient records</li> <li>Nursing records</li> <li>Use of computers in hospital, college and community</li> <li>Telemedicine &amp; Tele nursing</li> <li>Electronic Medical Records (EMR), EHR</li> </ul>	<ul style="list-style-type: none"> <li>Review</li> <li>Practice session</li> <li>Visit to departments</li> </ul>	<ul style="list-style-type: none"> <li>Short answer</li> </ul>
<b>XII</b>	1 (T)	Review personal management in terms of management of emotions, stress and resilience	<b>Personal Management – Review</b> <ul style="list-style-type: none"> <li>Emotional intelligence</li> <li>Resilience building</li> <li>Stress and time management – de-stressing</li> <li>Career planning</li> </ul>	<ul style="list-style-type: none"> <li>Review</li> <li>Discussion</li> </ul>	
			<b>MANAGEMENT OF NURSING EDUCATIONAL INSTITUTIONS</b>		
<b>XIII</b>	4 (T)	Describe the process of establishing educational institutions and its accreditation guidelines	<b>Establishment of Nursing Educational Institutions</b> <ul style="list-style-type: none"> <li>Indian Nursing Council norms and guidelines – Faculty norms, physical facilities, clinical facilities, curriculum implementation, and evaluation/examination guidelines</li> <li>Coordination with regulatory bodies – INC and State Nursing Council</li> <li>Accreditation – Inspections</li> <li>Affiliation with university/State council/board of examinations</li> </ul>	<ul style="list-style-type: none"> <li>Lecture and discussion</li> <li>Visit to one of the regulatory bodies</li> </ul>	<ul style="list-style-type: none"> <li>Visit report</li> </ul>
<b>XIV</b>	4 (T)	Explain the planning and organizing functions of a nursing college	<b>Planning and Organizing</b> <ul style="list-style-type: none"> <li>Philosophy, objectives and mission of the college</li> <li>Organization structure of school/college</li> <li>Review – Curriculum planning</li> <li>Planning teaching and learning experiences, clinical facilities – master plan, time table and clinical rotation</li> <li>Budget planning – faculty, staff, equipment &amp; supplies, AV aids, Lab equipment, library books, journals, computers and maintenance</li> <li>Infrastructure facilities – college, classrooms, hostel, library, labs,</li> </ul>	<ul style="list-style-type: none"> <li>Directed reading – INC Curriculum</li> <li>Preparation of organizational structure of the college</li> <li>Written assignment – writing philosophy of a teaching department</li> <li>Preparation of master plan, time table and clinical rotation</li> </ul>	<ul style="list-style-type: none"> <li>Short answer</li> <li>Essay</li> <li>Assessment of assignment</li> </ul>

Unit	Time (Hrs)	Learning Outcomes	Content	Teaching/ Learning Activities	Assessment Methods
			computer lab, transport facilities <ul style="list-style-type: none"> <li>Records &amp; reports for students, staff, faculty and administrative</li> <li>Committees and functioning</li> <li>Clinical experiences</li> </ul>		
XV	4 (T)	Develop understanding of staffing the college and selecting the students	<b>Staffing and Student Selection</b> <ul style="list-style-type: none"> <li>Faculty/staff selection, recruitment and placement, job description</li> <li>Performance appraisal</li> <li>Faculty development</li> <li>Faculty/staff welfare</li> <li>Student recruitment, admission, clinical placement</li> </ul>	<ul style="list-style-type: none"> <li>Guided reading on faculty norms</li> <li>Faculty welfare activities report</li> <li>Writing job description of tutors</li> </ul>	<ul style="list-style-type: none"> <li>Short answer</li> <li>Activity report</li> <li>Assessment of job description</li> </ul>
XVI	4 (T)	Analyze the leadership and management activities in an educational organization	<b>Directing and Controlling</b> <ul style="list-style-type: none"> <li>Review – Curriculum implementation and evaluation</li> <li>Leadership and motivation, supervision – review</li> <li>Guidance and counseling</li> <li>Quality management – educational audit</li> <li>Program evaluation, evaluation of performance</li> <li>Maintaining discipline</li> <li>Institutional records and reports – administrative, faculty, staff and students</li> </ul>	<ul style="list-style-type: none"> <li>Review principles of evaluation</li> <li><b>Assignment</b> – Identify disciplinary problems among students</li> <li>Writing student record</li> </ul>	<ul style="list-style-type: none"> <li>Short answer</li> <li>Assessment of assignment and record</li> </ul>
XVII	4 (T)	Identify various legal issues and laws relevant to nursing practice	<b>PROFESSIONAL CONSIDERATIONS</b> <p><b>Review – Legal and Ethical Issues</b></p> <ul style="list-style-type: none"> <li>Nursing as a profession – Characteristics of a professional nurse</li> <li>Nursing practice – philosophy, aim and objectives</li> <li>Regulatory bodies – INC and SNC constitution and functions</li> </ul> <p><b>Review – Professional ethics</b></p> <ul style="list-style-type: none"> <li>Code of ethics and professional conduct – INC &amp; ICN</li> <li>Practice standards for nursing – INC</li> <li>International Council for Nurses (ICN)</li> </ul> <p><b>Legal aspects in nursing:</b></p> <ul style="list-style-type: none"> <li>Consumer protection act, patient rights</li> <li>Legal terms related to practice, legal</li> </ul>		

Unit	Time (Hrs)	Learning Outcomes	Content	Teaching/ Learning Activities	Assessment Methods
			system – types of law, tort law & liabilities <ul style="list-style-type: none"> <li>• Laws related to nursing practice – negligence, malpractice, breach, penalties</li> <li>• Invasion of privacy, defamation of character</li> <li>• Nursing regulatory mechanisms – registration, licensure, renewal, accreditation, nurse practice act, regulation for nurse practitioner/specialist nursing practice</li> </ul>		
<b>XVIII</b>	2 (T)	Explain various opportunities for professional advancement	<b>Professional Advancement</b> <ul style="list-style-type: none"> <li>• Continuing Nursing Education</li> <li>• Career opportunities</li> <li>• Membership with professional organizations – national and international</li> <li>• Participation in research activities</li> <li>• Publications – journals, newspaper</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare journal list available in India</li> <li>• Write an article – research/ clinical</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of assignments</li> </ul>

**Note:** Less than 1 credit lab hours are not specified

## CLINICAL PRACTICUM

**Clinical:** 2 Credits (80 hours) 2 weeks × 40 hours per week = 80 hours

### Practice Competencies:

#### Hospital

1. Prepare organizational chart of hospital/Nursing services/nursing department
2. Calculate staffing requirements for a particular nursing unit/ward
3. Formulate Job description at different levels of care
4. Prepare duty roster for staff/students at different levels
5. Participate in procuring/purchase of equipment & supplies
6. Prepare log book/MMF for specific equipment/materials
7. Maintain and store inventory and keep daily records
8. Prepare and maintain various records & reports of the settings – incident reports/adverse reports/audit reports
9. Prepare and implement protocols & manuals



10 Participate in supervision, evaluation and conducting in service education for the staff

### **College & Hostel**

1. Prepare organizational chart of college
2. Formulate job description for tutors
3. Prepare Master plan, time table and clinical rotation
4. Prepare student anecdotes
5. Participate in planning, conducting and evaluation of clinical teaching
6. Participate in evaluation of students' clinical experience
7. Participate in planning and conducting practical examination OSCE – end of posting

**CLINICAL POSTING:** Management experience in hospital & college.

### **REFERENCES:**

1. TNAI. Nursing Administration and Management, 1st edn, Academic Press: New Delhi, 2000.
2. Shakharkar, B M. Principles of Hospital Administration and Planning, Jaypee Brothers: Bangalore, 1998.
3. Pai, Pragna. Effective Hospital Management, 1 st edn, The National Book Depot: Mumbai, 2002.
4. Srinivasan, A V. Managing a Modern Hospital, 1st edn, Sage Publications: New Delhi, 2002.
5. Basavanthappa, B T. Nursing Administration, 1 st edn, J P Brothers Medical Publishers: New Delhi, 2000.
6. Goel, s & Kumar, R. Hospital Administration and Management, 1 st edn, Deep and Deep Publications: New Delhi, 2000.
7. Park K. Park's Textbook of Preventive and Social Medicine, 17th edn, M/S Banarsidas Bhanot Publishers: Jabalpur, 2003.
8. Russels, C S. Management & Leadership for Nurse Managers, 3 rd edn, Jones Bartlett Publishers: London, 2002.
9. Francis, E M & Desouza, Mario. Hospital Administration, 3 rd edn, Jaypee Brothers Medical Publishers: New Delhi, 2000.
10. Goddard, H A. Principles of Administration applied to Nursing Practice, WHO: Geneva, 1966.
11. Hersey, P. ,Blanchard, H K & Johnson, E D. M anagement of Organizational Behavior, Pearson Education Indian Branch: New Delhi, 2002.
12. Barret, Jean. Ward Management and Teaching, 2 nd edn, English Book Society: New Delhi, 1967.