

# MANAGEMENT OF NURSING SERVICE & EDUCATION

Total hours: Theory: 90 Hrs  
(Class 60 + Lab 30 hrs)

## Course Description:

This course is designed to enable students to acquire in-depth understanding of management of hospital services, management of nursing services and nursing educational programmes. This is also designed to enable students to acquire understanding of the professional responsibilities, prospects and contribution to the growth of the Nursing profession.

## Specific objectives: At the end of the course student will be able to

1. Understand the principles and functions of management
2. Understand the elements and process of management
3. Appreciate the management of nursing services in the hospital and community.
4. Apply the concepts, theories and techniques of organizational behaviour and human relations.
5. Develop skills in planning and organizing in service education
6. Understand the management of nursing educational institutions.
7. Describe the ethical and legal responsibilities of a professional nurse
8. Understand the various opportunities for professional advancement.

Unit	Time (Hrs)		Objectives	Content	Teaching Learning activities	Assessment methods
	Th.	Pr.				
I	(4)		<ul style="list-style-type: none"> <li>• Explain the principles and functions of management</li> </ul>	<b>Introduction to Management in Nursing</b> <ul style="list-style-type: none"> <li>• History, Definition, concepts and theories</li> <li>• Functions of management</li> <li>• Principles of management</li> <li>• Role of nurse as a manager and her qualities</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture</li> <li>• Discussion</li> <li>• Explain using organization chart</li> </ul>	<ul style="list-style-type: none"> <li>• Short answers</li> </ul>
II	(6)		Describe elements and process of management	<b>Management Process</b> <ul style="list-style-type: none"> <li>• Planning, mission, philosophy, objectives, operational plan</li> <li>• Staffing: Philosophy, staffing study, norms, activities, patient classification system, scheduling</li> <li>• Human resource management, recruiting, selecting, deployment, retaining, promoting, superannuation.</li> <li>• Budgeting: Concept, principles, types, cost benefit analysis audit</li> <li>• Material management: equipment and supplies</li> <li>• Directing process (Leading)</li> <li>• Controlling: Quality management</li> <li>• Program Evaluation Review Technique (PERT), Bench marking, Activity Plan (Gantt Chart)</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture</li> <li>• Discussion</li> <li>• Simulated Exercises</li> <li>• Case studies</li> </ul>	<ul style="list-style-type: none"> <li>• Essay type</li> <li>• Short answers</li> </ul>

Unit	Time (Hrs)		Objectives	Content	Teaching Learning activities	Assessment methods
	Th.	Pr.				
III	(8)	5	To understand the modern concepts, components and changing trends in hospital organization	<b>Hospital Organization</b> <ul style="list-style-type: none"> <li>• Definition, types and functions of hospital</li> <li>• Governing body- Hospital administration</li> <li>• Control &amp; line of authority</li> <li>• Hospital statistics including hospital utilization indices</li> <li>• Role of hospital in comprehensive health care</li> <li>• Development of new management practices: Marketing of Hospitals, Specialty Hospitals</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture</li> <li>• Discussion</li> <li>• Preparation of organization chart of hospital</li> </ul>	<ul style="list-style-type: none"> <li>• Essay type</li> <li>• Short answers</li> <li>• MCQ</li> </ul>
IV	(8)	20	Describe the management of nursing services in the hospital and community	<b>Management of nursing services in the hospital</b> <ul style="list-style-type: none"> <li>• Planning <ul style="list-style-type: none"> <li>➤ Hospital &amp; patient care units including ward management</li> <li>➤ Emergency and disaster management</li> </ul> </li> <li>• Human resource management <ul style="list-style-type: none"> <li>➤ Recruiting, selecting, deployment, retaining, promoting, superannuation</li> <li>➤ Categories of nursing personnel including job description of all levels</li> <li>➤ Patients/ population classification system</li> <li>➤ Patients/ population assignment and nursing care responsibilities</li> <li>➤ Staff development and welfare programmes</li> </ul> </li> <li>• Budgeting: Proposal, projecting requirements for staff, equipments and supplies for <ul style="list-style-type: none"> <li>➤ Hospital and patient care units</li> <li>➤ Emergency and disaster management</li> </ul> </li> <li>• Material management: Procurement, inventory control, auditing and maintenance in <ul style="list-style-type: none"> <li>➤ Hospital and patient care units</li> <li>➤ Emergency and disaster management</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Lecture</li> <li>• Discussion</li> <li>• Demonstration</li> <li>• Case studies</li> <li>• Supervised practice in ward-writing indents, preparing rotation plan and duty roster, ward supervision</li> <li>• Assignment on duties and responsibilities of ward sister</li> <li>• Writing report</li> <li>• Preparing diet sheets</li> </ul>	<ul style="list-style-type: none"> <li>• Essay type</li> <li>• Short answers</li> <li>• Assessment of problem solving exercises</li> <li>• Assessment of the assignments</li> <li>• Performance evaluation by ward sister with rating scale</li> </ul>

Unit	Time (Hrs)		Objectives	Content	Teaching Learning activities	Assessment methods
	Th.	Pr.				
	2			<ul style="list-style-type: none"> <li>• Directing &amp; Leading: delegation, participatory management <ul style="list-style-type: none"> <li>➤ Assignments, rotations, delegations</li> <li>➤ Supervision &amp; guidance</li> <li>➤ Implement standards, policies, procedures and practices</li> <li>➤ Staff development &amp; welfare</li> <li>➤ Maintenance of discipline</li> </ul> </li> <li>• Controlling/ Evaluation <ul style="list-style-type: none"> <li>➤ Nursing rounds/ visits, Nursing protocols, Manuals</li> <li>➤ Quality assurance model, documentation</li> <li>➤ Records and reports</li> </ul> </li> <li>• Performance appraisal</li> </ul>		
V	(5)		<ul style="list-style-type: none"> <li>• Describe the concepts, theories and techniques of</li> <li>• Organizational behavior and human relations</li> </ul>	<p><b>Organizational behavior and human relations</b></p> <ul style="list-style-type: none"> <li>• Concepts and theories of organizational behaviors</li> <li>• Review of channels of communication</li> <li>• Leadership styles, Power, types</li> <li>• Review of motivation: concepts and theories</li> <li>• Group dynamics</li> <li>• Techniques of: <ul style="list-style-type: none"> <li>➤ Communication and</li> <li>➤ Interpersonal relationships</li> <li>➤ Human relations</li> </ul> </li> <li>• Public relations in context of nursing</li> <li>• Relations with professional associations and employee union</li> <li>• Collective bargaining</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture</li> <li>• Discussion</li> <li>• Role plays</li> <li>• Group games</li> <li>• Self assessment</li> <li>• Case discussion</li> <li>• Practice session</li> </ul>	<ul style="list-style-type: none"> <li>• Essay type</li> <li>• Short answers</li> <li>• Assessment of problem solving</li> </ul>
VI	(5)	5	Participate in planning and organizing in-service education program	<p><b>In-service education</b></p> <ul style="list-style-type: none"> <li>• Nature &amp; scope of in-service education program</li> <li>• Organization of in-service education</li> <li>• Principles of adult learning</li> <li>• Planning for in-service education program, techniques, methods, and evaluation of staff education program</li> <li>• Preparation of report</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture</li> <li>• Discussion</li> <li>• Plan and conduct an educational session for in-service nursing personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Essay type</li> <li>• Short answers</li> <li>• Assess the planning and conduct of educational session</li> </ul>

VII	(10) 1		Describe management of Nursing educational institutions	<b>Management of Nursing educational institutions</b> <ul style="list-style-type: none"> <li>Establishment of nursing educational institution – INC norms and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Discussion</li> <li>Role plays</li> <li>Counseling session</li> </ul>	<ul style="list-style-type: none"> <li>Essay type</li> <li>Short answers</li> </ul>
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Unit	Time (Hrs)		Objectives	Content	Teaching Learning activities	Assessment methods
	Th.	Pr.				
	1			<ul style="list-style-type: none"> <li>Co-ordination with <ul style="list-style-type: none"> <li>Regulatory bodies</li> <li>Accreditation</li> <li>Affiliation – Philosophy/ Objectives, Organization</li> <li>Structure</li> <li>Committees</li> <li>Physical facilities</li> <li>College / School</li> <li>Hostel – Students</li> <li>Selection</li> <li>Admission procedures</li> <li>Guidance and counseling</li> <li>Maintaining discipline- Faculty and staff</li> <li>Selection</li> <li>Recruitment</li> <li>Job description</li> <li>Placement</li> <li>Performance appraisal</li> <li>Development and welfare</li> </ul> </li> <li>Budgeting</li> <li>Equipments and supplies: audio visual equipments, laboratory equipments, books, journals etc.</li> <li>Curriculum: Planning, Implementation and Evaluation</li> <li>Clinical facilities</li> <li>Transport facilities</li> <li>Institutional Records, and reports – Administrative, Faculty, Staff and Students.</li> </ul>	<ul style="list-style-type: none"> <li>Group exercises</li> </ul>	
	1					
	1					
	1					
	3					
	1					
	1					
VIII	(10) 4		1) Describe the ethical and legal responsibilities of a professional nurse  2) Explain the Nursing practice standards	<b>Nursing as a Profession</b> <ul style="list-style-type: none"> <li>Nursing as a Profession <ul style="list-style-type: none"> <li>Philosophy; nursing practice</li> <li>Aims and Objectives</li> <li>Characteristics of a professional nurse</li> <li>Regulatory bodies; INC, SNC</li> <li>Acts:- Constitution, functions</li> <li>Current trends and issues in Nursing</li> </ul> </li> <li>Professional ethics <ul style="list-style-type: none"> <li>Code of ethics; INC, ICN</li> <li>Code of professional conduct; INC, ICN.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Lecture</li> <li>Discussion</li> <li>Case discussion</li> <li>Panel discussion</li> <li>Role plays</li> <li>Critical incidents</li> <li>Visit to INC/ SNRCs</li> </ul>	<ul style="list-style-type: none"> <li>Short answers</li> <li>Assessment of critical incidents</li> </ul>
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Unit	Time (Hrs)		Objectives	Content	Teaching Learning activities	Assessment methods
	Th.	Pr.				
	2 1 2			<ul style="list-style-type: none"> <li>• Practice standards for nursing; INC</li> <li>• Consumer Protection Act</li> <li>• Legal aspects in Nursing <ul style="list-style-type: none"> <li>➤ Legal terms related to practice; Registration and licensing</li> <li>➤ Legal terms related to Nursing practice; Breach and penalties</li> <li>➤ Malpractice and Negligence</li> </ul> </li> </ul>		
IX	(4) 1 1 1 1		Explain various opportunities for professional advancement	<b>Professional Advancement</b> <ul style="list-style-type: none"> <li>• Continuing education</li> <li>• Career opportunities</li> <li>• Collective bargaining</li> <li>• Membership with Professional Organizations; National and International</li> <li>• Participation in research activities</li> <li>• Publications; Journals, Newspaper etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture Discussion</li> <li>• Review/ Presentation of published articles</li> <li>• Group work on maintenance of bulletin board</li> </ul>	<ul style="list-style-type: none"> <li>• Short answers</li> </ul>

### REFERENCES: (Bibliography)

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

## Evaluation

### Internal assessment

**Theory:** Maximum marks 25

Midterm 50

Prefinal 75

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Total marks 125

Out of 15

Assignment:

Seminar 100

Ward management 25

Diet sheet 25

Clinical evaluation 100

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Total marks 250

Out of 10

### External assessment

University examination

Theory Marks 75

<b>Examination Marks allotted</b>	<b>Sec – A</b>	<b>Sec - B</b>	<b>Sec - C</b>	<b>Total</b>	<b>Duration</b>
Mid term	10	20	20	50	2 hours
Pre-final	15	30	30	75	3 hours
Final	15	40	20	75	3 hours

## ASSIGNMENT FORMAT FOR GROUP SEMINAR

1. Introduction to the topic
2. Concept, Definition
3. History
4. Subject matter
5. Application in nursing field
6. Summary
7. Conclusion
8. References

### EVALUATION CRITERIA

Subject :  
Topic :  
Name of the student :  
Group :

Date:  
Time:  
Total Marks: 100  
Marks allotted:

S No	Criteria	1	2	3	4	5	Remarks
I	Subject Matter 1. Introduction 2. Organization of Content 3. Presentation of topic 4. Relevant examples 5. Relevant statistical data 6. Group participation 7. Control of group 8. Conclusion						
II	A V Aids 9. Appropriate to Topic 10. Self Explanatory 11. Useful 12. Attractive 13. Planning and preparation 14. Use of appropriate technology						
III	Physical facilities 15. Environment 16. Classroom preparation 17. Classroom management						
IV	Personal Qualities 18. Voice and clarity 19. Mannerism 20. References						

## Guidelines for Ward Management Report

1. Introduction
  - Name of the ward
  - Duration of experience with dates
  - Objective of ward administration experience
2. Organization chart of the ward
  - Draw the organization chart of the ward and hospital depicting staff position along with communication channels and hierarchical lines
3. Ward lay out and physical facilities of the ward
  - Describe the ward lay out and physical facilities available and compare it with the standards of an ideal ward
4. Reports and Records
  - Describe the various reports and records maintained in the ward
  - Study these documents critically for completeness, accuracy and relevance and give your suggestions and recommendations.
5. Procedures & Policies
  - Study the policies and procedures and critically evaluate them
  - Indenting drugs, stores, supplies & describe them briefly
  - Admission & discharge and transfer
  - Visitors
  - Outpass, absconding
  - Critically ill patient, Death
  - Treatments
  - Emergency care
  - SOP for Anaphylaxis, HIV infections, Needle stick injuries, Hospital waste management
  - Security of the ward
  - Fire drills
  - Preparation of diet sheet
6. Classify the various types of drugs, stores, supplies and equipments in the ward  
Study the procedure for maintenance, store and supplies
7. Enlist the suggestions and recommendations
8. Conclusion

### EVALUATION CRITERIA

1. Comprehensive	: 5
2. Clear & Relevant	: 5
3. Critical analysis	: 5
4. Suggestions & Recommendations	: 5
5. Conclusion	: 5

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Total	25
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## **GUIDELINES FOR ASSIGNMENTS: DIET SHEET**

### **1. Diet sheet**

#### a) Daily basis

- Study the different types of hospital diets & their dietary allowances and write a brief report
- Notes the prescribed diet for each patient
- Records in diet sheet

#### b) Give references and illustrations (Figure, graph and picture)

#### c) Conclusion (Highlight learning achieved)

### **EVALUATION CRITERIA**

1. Clarity and comprehensiveness	: 5
2. Accuracy of diet sheet	: 5
3. Preparation of diet sheet	: 5
4. Reference & Illustration	: 5
5. Conclusion	: 5

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Total: 25

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## BASIC B Sc NURSING

### LAB EVALUATION : WARD ADMINISTRATION

Student's Name:

Total Marks : 100

Placement:

S No	Criteria	4	3	2	1
I	<b>Professional Appearance</b> 1. Is well groomed & neat uniform 2. Is able to maintain good poise				
II	<b>KNOWLEDGE</b> 3. Has knowledge regarding nursing responsibilities in a. Organization & planning in days work b. Meeting emergency needs c. Providing comprehensive patient care d. Indenting, maintaining & dispensing of drugs e. Holding of inventories and care of equipments 4. Has knowledge of various records related to patient care. 5. Has knowledge of communication process				
III	<b>PRACTICE</b> 6. Is able to communicate effectively with different health team members 7. Is able to coordinate with healthy member 8. Is able to plan & conduct clinical teaching programmes 9. Is able to conduct incidental teaching at the bed side 10. Is able to render nursing according to identified nursing needs & problems				
IV	<b>LEADERSHIP</b> 11. Is able to inspire confidence and has patience in dealing at all times 12. Is enthusiastic and approachable 13. Is willing to accept consequences of decision and action 14. Is able to accept leadership roles voluntarily 15. Co-operative and maintains good IPR 16. Avails opportunities for personal & professional growth 17. Practices democratic approach in all dealings				
V	<b>RECORDING, REPORTING AND EVALUATING</b> 18. Able to record & report all relevant facts accurately 19. Evaluate objectively				
	TOTAL				

#### GRADING:

1. A+ : 80% & above
2. A : 70 – 79%
3. B : 60 – 69%
4. C : 50 – 59%
5. D : Below 49%

#### KEY:

- 4 - Always
- 3 – Most often
- 2 – Occasionally
- 1 – Seldom

MARKS OBTAINED

Pen picture of student

Signature of student

Signature of clinical supervisor

Signature of Coordinator

Signature of Principal

## GUIDELINES FOR LAB / PRACTICAL EXPERIENCE

- ❖ Admission and discharge and transfer of patients
- ❖ Assignment of duties in ward
- ❖ Preparation of duty roaster
- ❖ Supervision of nursing care
- ❖ Indenting of drugs, stores and supplies
- ❖ Maintenance of dangerous drugs – Indenting, Storing, Accounting, Recording
- ❖ Diet – Maintenance of diet sheet
- ❖ Inventories - Expendable and non-expendable
- ❖ Repair and replacements
- ❖ Ward report – Written and Oral reports
- ❖ Supervision and guidance of paramedical staff and domestic staff

### **Evaluation formats for Nursing service Administration and Education**

1. Duties and responsibilities of ward sister 25 mark
2. Planning and implementation of an in service education programme 25 mark
3. Performance appraisal preparation of format 25mark

#### Assessment of group assignment

Sr.	Particulars	Total
	Objectives	02
1)	Contents <ul style="list-style-type: none"><li>❖ Adequacy</li><li>❖ Organization</li><li>❖ Relevance</li><li>❖ Illustration</li></ul>	3 3 3 2
2)	Presentation <ul style="list-style-type: none"><li>❖ Clarity</li><li>❖ Appropriate use of AV aids</li><li>❖ Group Participation</li></ul>	2 3 3
3)	Conclusion and summary	2
4)	Reference	2
	Total	25