

COURSE TITLE	NURSING MANAGEMENT & LEADERSHIP
COURSE CODE	20BN0603
COURSE CREDITS	4

Objective:

- 1 Analyze the health care trends influencing development of nursing services and education in India. Describe the principles, functions and process of management applied to nursing. Develop basic understanding and beginning competencies in planning and organizing nursing services in a hospital.
- 2 Apply the concept of human resource management and identify the job description for all categories of nursing personnel including in service education. Discuss the principles and methods of staffing and scheduling in an individual hospital/nursing unit.
- 3 Develop skill in management of materials and supplies including inventory control. Develop team working and inter professional collaboration competencies.
- 4 Identify effective leadership styles and develop leadership competencies. Utilize the knowledge of principles and line of control and participate in quality management and evaluation activities. Utilize the knowledge related to financial planning in nursing services and education during budgetary process.
- 5 Apply the knowledge of nursing informatics in maintenance of records and reports relevant to patient information, nursing care and progress. Demonstrate understanding of the INC guidelines for establishment and accreditation of educational institutions in terms of faculty norms, physical infrastructure and clinical facilities.
- 6 Demonstrate beginning competencies in planning, organizing and staffing at college including implementation and evaluation of curriculum. Identify the legal issues and laws relevant to nursing practice and education. Apply the knowledge and utilize the various opportunities for professional advancement.

Course Outcomes: After completion of this course, student will be able to:

- 1 Explore the health care, development of nursing services and education in India and trends, Explain the principles and functions of management applied to nursing, Describe the introductory concepts of management as a process, Describe the essential elements of planning
- 2 Discuss the concepts of organizing including hospital organization, Identify the significance of human resource management (HRM) and material management and discuss its elements, Explain the procedural steps of material management Develop managerial skill in inventory control and actively participate in procurement process, Describe the important methods of supervision and guidance
- 3 Discuss the significance and changing trends of nursing leadership Analyze the different leadership styles and develop leadership competencies, Explain the process of controlling and its activities, Explain the concepts of organizational behavior and group dynamics
- 4 Describe the financial management related to nursing services, Review the concepts, principles and methods and use of nursing informatics, Review personal management in terms of management of emotions, stress and resilience

Course Outcomes: After completion of this course, student will be able to:

- 5 Describe the process of establishing educational institutions and its accreditation guidelines, Explain the planning and organizing functions of a nursing college, Develop understanding of staffing the college and selecting the students
- 6 Analyze the leadership and management activities in an educational organization, Identify various legal issues and laws relevant to nursing practice Explain various opportunities for professional advancement

Pre-requisite of course: 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.

Teaching and Examination Scheme

Theory Hours	Tutorial Hours	Practical Hours	ESE	IA	CSE	Viva	Term Work
3	4	0	75	15	10	0	0

Contents : Unit	Topics	Contact Hours
1	Health Care and Development of Nursing Services in India Current health care delivery system of India – review , Planning and development of nursing services and education at global and national scenario , Recent trends and issues of nursing service and management	1
2	Management Basics Applied to Nursing Definitions, concepts and theories of management, Importance, features and levels of management, Management and administration , Functions of management , Principles of management , Role of a nurse as a manager , Introduction to Management Process ? Planning ? Organizing ? Staffing ? Directing/Leading ? Controlling	2
3	MANAGEMENT OF NURSING SERVICES: Planning Nursing Services Vision, Mission, philosophy, objectives , Nursing service policies, procedures and manuals , Functional and operational planning , Strategic planning , Program planning – Gantt chart & milestone chart , Budgeting – concepts, principles, types, , Budget proposal, cost benefit analysis , Planning hospital and patient care unit (Ward) , Planning for emergency and disaster	4
4	Organizing Organizing as a process – assignment, delegation and coordination , Hospital – types, functions & organization , Organizational development , Organizational structure , Organizational charts , Organizational effectiveness, Hospital administration, Control & line of authority , Hospital statistics including hospital utilization indices, Nursing care delivery systems and trends , Role of nurse in maintenance of effective organizational climate	4

Contents : Unit	Topics	Contact Hours
5	<p>Staffing (Human resource management) Definition, objectives, components and functions , Staffing & Scheduling ? Staffing – Philosophy, staffing activities , Recruiting, selecting, deployment , Training, development, credentialing, retaining, promoting, transfer, terminating, superannuation , 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 , Categories of nursing personnel including job description of all levels , Assignment and nursing care responsibilities , Turnover and absenteeism , Staff welfare , Discipline and grievances , In-Service Education: Nature and scope of in-service education program , Principles of adult learning – review , Planning and organizing in-service educational program , Methods, techniques and evaluation, Preparation of report , Material Resource Management: Procurement, purchasing process, inventory control & role of nurse , Auditing and maintenance in hospital and patient care unit</p>	6
6	<p>Directing and Leading Definition, principles, elements of directing , Supervision and guidance , Participatory management , Inter-professional collaboration , Management by objectives , Team management , Assignments, rotations , Maintenance of discipline , Leadership in management</p>	5
7	<p>Leadership Definition, concepts, and theories , Leadership principles and competencies , Leadership principles and competencies , Methods of leadership development, Mentorship/preceptorship in nursing, Delegation, power & politics, empowerment, mentoring and coaching , Decision making and problem solving, Conflict management and negotiation, Implementing planned change</p>	4
8	<p>Controlling Implementing standards, policies, procedures, protocols and practices , Nursing performance audit, patient satisfaction , Nursing rounds, Documentation – records and reports , Total quality management – Quality assurance, Quality and safety , Performance appraisal , Program evaluation review technique (PERT) , Bench marking, Activity plan (Gantt chart) , Critical path analysis</p>	4
9	<p>Organizational Behavior and Human Relations Concepts and theories of organizational behavior , Group dynamics, Review – Interpersonal relationship , Human relations , Public relations in the context of nursing , Relations with professional associations and employee unions , Collective bargaining , Review – Motivation and morale building, Communication in the workplace – assertive communication, Committees – importance in the organization, functioning</p>	4

Contents : Unit	Topics	Contact Hours
10	Financial Management Definition, objectives, elements, functions, principles & scope of financial management , Financial planning (budgeting for nursing department) , Proposal, projecting requirement for staff, equipment and supplies for – Hospital & patient care units & emergency and disaster units , Budget and Budgetary process , Financial audit	2
11	Nursing Informatics/ Information Management – Review Patient records , Nursing records , Use of computers in hospital, college and community, Telemedicine & Tele nursing, Electronic Medical Records (EMR), EHR	1
12	Personal Management – Review Emotional intelligence, Resilience building , Stress and time management – de stressing , Career planning	1
13	MANAGEMENT OF NURSING EDUCATIONAL INSTITUTIONS: Establishment of Nursing Educational Institutions Indian Nursing Council norms and guidelines – Faculty norms, physical facilities, clinical facilities, curriculum implementation, and evaluation/examination guidelines , Coordination with regulatory bodies – INC and State Nursing Council , Accreditation – Inspections , Affiliation with university/State council/board of examinations	4
14	Planning and Organizing Philosophy, objectives and mission of the college , Organization structure of school/college , Review – Curriculum planning , Planning teaching and learning experiences, clinical facilities – master plan, time table and clinical rotation , Budget planning – faculty, staff, equipment & supplies, AV aids, Lab equipment, library books, journals, computers and maintenance , Infrastructure facilities – college, classrooms, hostel, library, labs, computer lab, transport facilities, Records & reports for students, staff, faculty and administrative , Committees and functioning, Clinical experiences	4
15	Staffing and Student Selection Faculty/staff selection, recruitment and placement, job description , Performance appraisal , Faculty development , Faculty/staff welfare , Student recruitment, admission, clinical placement	4
16	Directing and Controlling Review – Curriculum implementation and evaluation , eadership and motivation, supervision – review , Guidance and counseling , Quality management – educational audit , Program evaluation, evaluation of performance , Maintaining discipline , Institutional records and reports – administrative, faculty, staff and students	4

Contents : Unit	Topics	Contact Hours
17	PROFESSIONAL CONSIDERATIONS Review – Legal and Ethical Issues: Nursing as a profession – Characteristics of a professional nurse, Nursing practice – philosophy, aim and objectives , Regulatory bodies – INC and SNC constitution and functions , Review – Professional ethics ? Code of ethics and professional conduct – INC & ICN , Practice standards for nursing – INC, International Council for Nurses (ICN) , Legal aspects in nursing: ? Consumer protection act, patient rights , Legal terms related to practice, legal system – types of law, tort law & liabilities , Laws related to nursing practice – negligence, malpractice, breach, penalties , Invasion of privacy, defamation of character , Nursing regulatory mechanisms – registration, licensure, renewal, accreditation, nurse practice act, regulation for nurse practitioner/specialist nursing practice	4
18	Professional Advancement Continuing Nursing Education, Career opportunities, Membership with professional organizations – national and international, Participation in research activities, Publications – journals, newspaper	2
Total Hours		60

Suggested List of Experiments:

Contents : Unit	Topics	Contact Hours
1	clinicfal contact hours Clinical contact hours	80
Total Hours		80

Textbook :

- 1 Textbook of Nursing Management and Leadership, By Clement I, elsevier publication , 2023

References:

- 1 Guide to Nursing Management and Leadership, Edition, Guide to Nursing Management and Leadership, Edition, Ann Marriner Tomey, Elsevier publicat, 2008

Suggested Theory Distribution:

The suggested theory distribution as per Bloom’s taxonomy is as follows. This distribution serves as guidelines for teachers and students to achieve effective teaching-learning process

Distribution of Theory for course delivery and evaluation

Remember / Knowledge	Understand	Apply	Analyze	Evaluate	Higher order Thinking / Creative
0.00	0.00	35.00	35.00	30.00	0.00

Instructional Method:

- 1 LECTURE CUM DISCUSSION

Supplementary Resources:

- 1 N/A