

Section 1: Nursing as a Profession: Framework for Management		
1. Concept of Nursing	3	
□ Development of Nursing as a Profession	3	
□ Definitions of Nursing	5	
□ Concepts of Nursing	5	
□ Nursing as a Profession	6	
□ Characteristics of a Professional Nurse	7	
2. Regulatory Bodies	10	
□ Regulatory Body	11	
□ Types of Regulatory Bodies in Nursing	12	
□ Trained Nurses Association of India	14	
□ Student Nurses Association of India	16	
3. Trends and Issues in Nursing	18	
□ Trends in Nursing	18	
□ Factors Affecting Trends in Nursing	20	
□ Issues in Nursing	22	
□ Future Issues in Nursing	23	
4. Ethics and Ethical Issues in Nursing	27	
□ Ethics and Ethical Theories	27	
□ Principles and Rights Related to Ethics	29	
□ Code of Ethics and Professional Conduct	31	
□ Ethical Committee	34	
□ Ethical Issues and Ethical Decision-Making	35	
5. Consumer Protection Act and Rights of Special Groups	38	
□ Legal System	38	
□ Consumers Protection Act	40	
□ Rights of Special Groups	41	
6. Legal Aspects and Legal Issues in Nursing	48	
□ Legal Aspect in Nursing	48	
□ Regulation of Nursing Practice	50	
□ Legal Safeguard for Nurses in Practice	50	
□ Legal Responsibilities in Nursing	51	
□ Dealing in Specific Conditions	53	
□ Dealing With Medicolegal Cases	54	
Section 2: Introduction to Nursing Management and Health Care Delivery System		
7. Introduction to Nursing Management and Administration	59	
□ Concept of Management	59	
□ Nursing Management	61	
□ Administration	62	
□ Administration Versus Management	63	
□ Nature/Characteristics of Management	64	
□ Importance of Management	64	
□ Levels of Management in Hospital Nursing Services	65	
□ Functions of Nursing Management and Administration	66	
□ Principles of Nursing Management	67	
□ Role of Nurse as a Manager	68	
8. Management Theories and Models	73	
□ Evolution of Management Thought	73	
□ Classical Theories of Management	73	
□ Neoclassical Theories of Management	75	
□ Modern Management Theories	79	
9. Indian Administrative System and Health Care Delivery System	84	
□ Influences of the British Government	84	
□ Indian Constitution	85	
□ The Preamble	85	
□ Administrative System of India	86	
□ Health-care Delivery System in India	90	
□ Development of Modern Health System	90	
□ Organization of the Health-care Delivery System	91	
10. Fundamentals of Health Planning	96	
□ Health Planning	96	
□ Regulatory Bodies	97	
□ National Health Plan	98	
□ National Health Committees	101	
11. National Health Policies	107	
□ National Health Policies	107	
Section 3: Planning Process		
12. Fundamentals of Planning	123	
□ Planning	123	
□ Planning Process	127	
□ Types of Planning	128	
□ Advantages of Planning	129	
□ Limitations of Planning	129	
13. Mission, Philosophy and Objectives	132	
□ Mission and Purpose	132	
□ Philosophy	133	
□ Objectives	134	
14. Strategic Planning, Operating Plans and Planning New Venture	140	
□ Strategic Planning	140	
□ Operating Plan	142	
□ Planning New Venture	146	

15. Innovation in Nursing and Planning for Change	149	<input type="checkbox"/> Selection 250	
<input type="checkbox"/> Innovation in Nursing 149		<input type="checkbox"/> Deployment 253	
<input type="checkbox"/> Planning for Change 153		<input type="checkbox"/> Retention 255	
16. Program Evaluation Review Technique, Activity Plan, Management by Objectives, and Benchmarking	159	<input type="checkbox"/> Promotion 257	
<input type="checkbox"/> Program Evaluation and Review Technique 160		<input type="checkbox"/> Demotion 258	
<input type="checkbox"/> Activity Plan (Gantt Chart) 161		<input type="checkbox"/> Transfer 259	
<input type="checkbox"/> Management by Objectives 162		<input type="checkbox"/> Superannuation 260	
<input type="checkbox"/> Benchmarking 164		24. Human Resource Management in Nursing Services	264
Section 4: Fundamentals of Organization, Planning and Organizing Hospital Nursing and Ancillary Services		<input type="checkbox"/> Human Resource Management in Hospital Nursing Services 264	
17. Organization and Organization Structure	171	<input type="checkbox"/> Human Resource Management in Community Health Nursing Services 272	
<input type="checkbox"/> Basics of Organization 171		25. Fundamentals of Staffing: Staffing, Philosophy, Staffing Study, and Norms	281
<input type="checkbox"/> The Formal and Informal Organization 174		<input type="checkbox"/> Staffing 281	
<input type="checkbox"/> Organization Theories 175		<input type="checkbox"/> Philosophy of Staffing 285	
<input type="checkbox"/> Minimum Requirements for an Organization 176		<input type="checkbox"/> Staffing Study/Estimation of Nursing Staff Requirement 285	
<input type="checkbox"/> Organization Structure 177		<input type="checkbox"/> Staffing Norms and Normative Approaches 287	
<input type="checkbox"/> Types of Organization 178		26. Nursing Activities, Patient Classification System, and Scheduling	293
18. Organizational Climate and Organizational Effectiveness	184	<input type="checkbox"/> Nursing Activities and Activity-based Approaches 293	
<input type="checkbox"/> Organizational Climate 184		<input type="checkbox"/> Patient Classification System and Patient Dependency-Related Approaches 296	
<input type="checkbox"/> Organizational Effectiveness 188		<input type="checkbox"/> Scheduling 299	
19. Planning of Hospitals and Patient Care Units	192	27. Categories and Job Description	306
<input type="checkbox"/> Planning of Hospital 196		<input type="checkbox"/> Categories of Nursing Personnel 306	
<input type="checkbox"/> Planning of Patient Care Unit (PCU) 200		<input type="checkbox"/> Job Description 308	
20. Ward Management and Methods of Patient Assignment	208	28. Personnel Policies	322
<input type="checkbox"/> Ward Management 208		<input type="checkbox"/> Personal Policies 322	
<input type="checkbox"/> Methods of Patient Assignment 215		<input type="checkbox"/> Organization of Personnel Policies 324	
21. Planning and Organizing Ancillary Services	221	<input type="checkbox"/> Formulation of Personnel Policies 324	
<input type="checkbox"/> Planning and Organizing Central Sterile Supply Department Services 221		29. Staff Development and In-service Education	326
<input type="checkbox"/> Planning and Organizing Laundry Services 223		<input type="checkbox"/> Staff Development 326	
<input type="checkbox"/> Planning and Organizing Dietary Services/ Kitchen 224		<input type="checkbox"/> Staff Development Models 327	
<input type="checkbox"/> Planning and Organizing Laboratory Services 226		<input type="checkbox"/> Staff Development Methods 329	
22. Planning for Emergency and Disaster Management	230	<input type="checkbox"/> Staff Development Programs 329	
<input type="checkbox"/> Emergency and Disaster Management 230		<input type="checkbox"/> In-service Education 330	
<input type="checkbox"/> Planning for Emergency and Disaster Management 235		30. Career Planning, Development and Opportunities	336
Section 5: Human Resource Management and Staffing		<input type="checkbox"/> Career Planning 336	
23. Human Resource Management	245	<input type="checkbox"/> Career Planning and Development 337	
<input type="checkbox"/> Human Resource Management 245		<input type="checkbox"/> High Power Committee Recommendations on Career Development-Related Issues 338	
<input type="checkbox"/> Recruitment 246		<input type="checkbox"/> Nursing as a Career, Career Positions, and Opportunities in Nursing 339	
		<input type="checkbox"/> Nursing Career Development Opportunities and Practices 340	
		31. Performance Appraisal	343
		<input type="checkbox"/> Performance Appraisal 343	
		<input type="checkbox"/> Approaches to Performance Appraisal 345	

<ul style="list-style-type: none"> ❑ Performance Appraisal Process 345 ❑ Methods of Performance Appraisal 346 ❑ Guidelines for Effective Performance Appraisal 348 	349	39. Conflict Management	412
<ul style="list-style-type: none"> ❑ Discipline 349 ❑ Indiscipline 350 ❑ Employee Grievance 352 	356	<ul style="list-style-type: none"> ❑ Organizational Conflict 412 ❑ Conflict Management 415 	
<ul style="list-style-type: none"> ❑ Work Stress 356 ❑ Sources of Stress 357 ❑ Consequences of Workplace Stress 359 ❑ Approaches to Stress Management 359 ❑ Nurse Managers' Role in Stress Management 361 ❑ Tips for Reducing Stress at Workplace 361 	363	<ul style="list-style-type: none"> ❑ Collective Bargaining 419 ❑ Health-care Laws 421 ❑ Employee Unions 422 ❑ Professional Associations 423 	419
<ul style="list-style-type: none"> ❑ Occupational Health and Safety 363 ❑ Occupational Hazards 364 ❑ Prevention of Occupational Hazards 366 ❑ Nurses' Role in the Prevention of Occupational Hazards/Diseases 368 	373	Section 7: Organizational Behavior and Human Relations	
<hr/>			
Section 6: Directing and Leading			
<hr/>			
<ul style="list-style-type: none"> ❑ Directing 373 ❑ Motivation 376 ❑ Motivation and Performance 377 ❑ Models of Motivation 378 ❑ Motivational Theories 379 ❑ How to Create a Motivating Climate? 380 ❑ Role of Nurse Managers to Motivate Staff 381 	383	<ul style="list-style-type: none"> ❑ Fundamentals of Organizational Behavior, Human Relations, Public Relations, Publicity, and Public Education 429 	429
<ul style="list-style-type: none"> ❑ Communication 383 ❑ Communication Process 384 ❑ Types of Communication 385 ❑ Channels of Communication 387 ❑ Effective Communication 388 ❑ Communication Pattern in Nursing 389 	392	<ul style="list-style-type: none"> ❑ Group, Group Formation, and Group Dynamics 438 	438
<ul style="list-style-type: none"> ❑ Supervision 392 ❑ Supervision Styles 394 ❑ Forms of Supervision 394 ❑ Responsibilities of a Nurse Supervisor 395 ❑ Role of a Nurse Supervisor 395 ❑ Essential Qualities of a Nurse Supervisor 396 ❑ Steps of Supervision 397 ❑ Techniques and Tools Used for Supervision 397 ❑ Tips for Effective Supervision 399 	402	<ul style="list-style-type: none"> ❑ Group and Group Formation 438 ❑ Group Dynamics 442 	442
<ul style="list-style-type: none"> ❑ Significance of Leadership 402 ❑ Leadership 403 ❑ Leadership and Management 403 ❑ Theoretical Approaches to Leadership 404 ❑ Effective Leadership 406 ❑ Leader and Leadership Development 408 	446	<ul style="list-style-type: none"> ❑ Power, Organizational Politics, Lobbying, and Advocacy 446 	446
<hr/>			
Section 8: Material Management			
<hr/>			
<ul style="list-style-type: none"> ❑ Team Management 455 ❑ Time Management 458 ❑ Effective Time Management 461 	454	<ul style="list-style-type: none"> ❑ Team Management 455 ❑ Time Management 458 ❑ Effective Time Management 461 	454
<hr/>			
<ul style="list-style-type: none"> ❑ Material Management 469 ❑ Procedure of Material Management System 472 	476	<ul style="list-style-type: none"> ❑ Material Management: Concept, Principles, and Procedures 469 	469
<ul style="list-style-type: none"> ❑ Equipment and Supplies 476 ❑ Planning of Equipment and Supplies 480 ❑ Condemnation of Equipment 483 	485	<ul style="list-style-type: none"> ❑ Equipment Management, Planning Equipment and Supplies, and Condemnation 476 	476
<ul style="list-style-type: none"> ❑ Procurement 485 ❑ Purchasing 488 	490	<ul style="list-style-type: none"> ❑ Procurement and Purchasing 485 	485
<ul style="list-style-type: none"> ❑ Inventory Control 490 ❑ Inventory Control System 496 	490	<ul style="list-style-type: none"> ❑ Procurement 485 ❑ Purchasing 488 	485
<hr/>			
<ul style="list-style-type: none"> ❑ Inventory Control 490 ❑ Inventory Control System 496 	490	<ul style="list-style-type: none"> ❑ Inventory Control and Inventory Accounting System 490 	490

Section 9: Controlling

49. Fundamentals of Controlling 501

- Controlling 501
- Principles of Effective Control 503
- Steps in the Controlling Process 504
- Limitation of Control 504

50. Quality Assurance and Quality Management 506

- Historical Perspectives of Quality Assurance 506
- Quality Assurance and Quality Management 507
- Total Quality Management 511
- Quality Circle 512
- Models of Quality Assurance and Quality Management 512
- Quality Evaluation Systems in Health Care 514
- Six Sigma in Healthcare 515

51. Nursing Service Standards 520

- Nursing Standards 521
- Taxonomy of Standards 521
- Setting and Measuring Quality Standards 523
- Role of Nurse Administrators in Developing Standards 525
- Barriers and Constraints in Developing Nursing Standards 526
- Developed Nursing Practice Standards 526
- Role of Regulatory Bodies in Regulating Nursing Standards 527
- ANA Standards of Nursing Service 531
- ANA Standards of Care/Practice 531
- Professional Responsibility and Accountability 535
- Nursing Practice 535
- Communication and Interpersonal Relationships 535
- Valuing Human Beings 535
- Management 536
- Professional Development 536

52. Nursing Audit 537

- Nursing Audit 537
- Nursing Audit Process 540
- Role of Nurse Managers in Nursing Audit 541

53. Accreditation 543

- Accreditation 543
- Types of Accreditation Agencies in India 545
- National Assessment and Accreditation Council 545
- INC as an Accreditation Body 546
- Accreditation of Hospitals 549

Section 10: Fiscal Management

54. Financial Management, Financial Planning, and Financial Audit 557

- Financial Management 557
- Financial Planning 560
- Financial Audit 561

55. Budget and Budgetary Process 565

- Budget 565
- Budgeting 568
- Budgetary Process 575
- Nursing Budget 576
- Midterm Appraisal 577
- Program Planning Budgeting System 577

56. Cost Accounting and Health Economics 581

- Concept of Cost 581
- Accounting 585
- Cost Accounting 586
- Health Economics 587

57. Economic Evaluation Techniques 594

- Cost Analysis 594
- Cost-benefit Analysis 598
- Cost-effectiveness Analysis 601
- Cost-utility Analysis 603
- Cost Consequences Analysis 604

58. Critical Pathways and Health Care Reforms 607

- Critical Pathways 607
- Healthcare Reforms 609

Section 11: Nursing Informatics

59. Nursing Informatics, Information Technology, Use of Computers and Telecommunications 617

- Nursing Informatics 617
- Information Technology 622
- Use of Computers 624
- Telecommunications 626

60. Documentation System: Nursing Records and Recording, Reports and Reporting, and Correspondence 629

- Documentation System 630
- Records and Recording 634
- Reports and Reporting 636
- Correspondence 638

61. Information Systems: Management Information and Evaluation System, Health Information and Management System, and Nursing Information System 641

- Information System 641
- Management Information and Evaluation System 642
- Health Management Information System 643
- Nursing Information System 645
- Computer-based NIS 646

62. Use of Communication Technology: e-Learning, Telemedicine, Telenursing 648

- The e-Learning 648
- Telemedicine 652
- Telenursing 655

Glossary 661

Index 665