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Application of Principles of Administration  
By Nursing Specialists

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Service Administration

By  
Harisa Mohamed Aly El Shiemy  
B. Sc. Nursing  
Cairo University

26189



616.730692  
H. M

Under Supervision of

. Sohier A. Mokhemer  
rector of High Institute  
Nursing  
n - Shams University

Dr. Laila Mohamed Abdo  
Head of Nursing Service  
Administration Department  
Cairo - University



د. لailا محمد عبدو  
رئيسة قسم  
التعليمات

Ain Shams University  
Faculty of Medicine  
High Institute of Nursing

1988

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DEDICATION

To

My Supervisors  
and  
to my Husband and Daughter



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## Abbreviations

P. S.	Private Sector
U. H.	University Hospitals
M. C. O.	Medical Care Organization
O. E. H.	Organization of Educational Hospitals
M. O. H.	Ministry of Health
N. C.	Nursing Care

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# INTRODUCTION

## INTRODUCTION

The primary function of any health care agency is to provide services for disease prevention, health maintenance, diagnosis, treatment, cure, or rehabilitation. These agencies are of many types, with objectives and methodology depending on the major purposes of the organization. although differences exist, all organizations provides for the managerial role. These was mentioned by Douglass (1984).

Ganong and Ganong (1980) pointed out that, nursing is and will remain in the future as the key department in the health care organizations. that provides patient care services twenty four hours a day. seven days a week, throughout the year.

The hospital nurse as reported by Williams (1985) is not only a clinical expert in providing direct nursing care. but also an expert in controlling the patients' enviroment, and coordinating the diagnostic treatment and care services of other health professionals. Williams added that to effect these three roles. both clinical or professional outhority and management or adminstrative authority are necessary.

In the past, the nursing administrator as reported by Rawland and Rawland (1980) was the nurse who had a seniority at the hospital and worked well with every one and set a direction for the department of nursing. He added and described the nurse administrator today as the top manager who is totally involved in the decision making process of the executive team in the hospital.

Ganong and Ganong (1980) also conducted a comparison between the nurse administrator function in the past and in the present and pointed out that the entire concept of the nurse administrator function was changed from just as a supervisory link in a traditional authoritarian chain of command hierarchy, into the administrator who functions as a true facilitator-coordinator leader.

Many nurses have the impression that the effective leader needs to be superhuman. where, many realistic as well as unrealistic expectations are made of the nurse administrator. According to Douglass (1984) leadership can be an exciting experience and that leadership-management is a learned process. Douglass added that all nurses are administrators in the broad sense because the practice of professional nursing directly parallels the practice of management.

Nurses become managers for the first time in the organizational hierarchy, when they occupy a position on the first line management level. This position is usually attained by promotion from within ranks. Unless yet, the nurses might be shocked due to change in the work situation and differences between the work field and their undergraduate experience. As reported by Halloran (1980) that, the first work experience is the most difficult for the new graduates, due to the disparities between school world values and work world values which creates conflicts termed as reality shock.

For the purpose of this study, both principles of administration and nursing specialist will be defined. Principles of administration are those principles which had been taught in the undergraduate study of baccalaureate programme. namely are, forecasting, planning, organizing, coordinating, directing and controlling. Nursing specialists means, those nurses who had succeeded in the baccalaureate study and passed the internship year successfully.

The first line managers might experience stress and conflict which was attributed by Clark and Shea (1979) to lack of inservice education, discrepancy between education and actual world, added to these, high expectation of the organization and power of the position.

Porter (1978) recommended that, the new graduates must learn how to practice the skill and knowledge acquired as students, particularly, those chosen to function as a team leaders. He added that, the nursing service has a responsibility for assisting the development of conflict-resolution, problem solving, and decision making skills in the new graduate team leaders.