



CHAPTER I

INTRODUCTION

RESEARCH IN MANAGEMENT

Management is an art or a process of manager who "get things done through other people". Management is a process that comprised of definite functions. It is process of achieving a desired goal as it is not doing things but those who getting them done. Those who perform these tasks are managers. As for the management of nursing campus, the campus chief is a key person who manages, supervises, coordinates, directs and evaluates plans and activities as well as personnel etc.

Experienced as well as qualified nursing teachers are required in each campus in order to achieve the goals of campus. The nurse is one of the most important health managers, within the umbrella of health sectors. In hospitals, bedside nursing care is the main function of the hospital. Nurses have to perform nursing activities with the patient, who is human being. Because of the human factors this sectors is much different from other sectors. Incompetence or negligence of nurses can bring harm to patients. Therefore to produce nursing competence in our

country , good supervision of teachers in the nursing education field by campus chief is required . Supervisory activities of campus chief is the vital part in the institution. Since the institution can not produce good nurses by lacking of supervision of teaching by campus chief, it ultimately will affect bedside nursing care of the patients.

It is observed in hospitals, that nurses do not give adequate nursing care often nonstandard nursing care is been carried out. In this respect nursing campus is playing an important role, in so far as producing nursing personnel is concerned. There are many responsibilities and functions of a campus chief. The management of supervisory activities functions is one of the main functions. Therefore study wants to study the supervisory activities of campus chief as perceived by Nepali nursing campus chief and teachers under their supervision.

Nepal is a small independent Himalayan kingdom bordered by China to the North and India to the South. The total area of the country is 1,47,181 square kilometers. Administratively, the country is divided in five development regions, which are 1) Eastern Region, 2) Central Region, 3) Midwest Region, 4) Western Region, 5) Far West Region. The five regions are subdivided into fourteen zones and seventy five districts. Kathmandu, the capital is located

centrally, amid green agricultural land and snow covered mountains including the world's highest mountain, Mt. Sagarmatha. According to the 1980 census, the population is 18.8 million, of whom 90% which live in to rural areas. The culture is rich and diverse with traditions that have survived since ancient times.

The Institute of Medicine was established in 1972 under Tribhuvan University with the responsibility for training all categories of health care workers needed in the country. There are nine nursing campuses scattered over the country. Of these, three campuses are in Kathmandu and six campuses outside Kathmandu Valley. Two of the six outlying campuses are Auxiliary Nurse Midwife campuses (Non credit certificate level). These are the names of the nursing campuses listed by region:

Eastern Region: Biratnagar

Central Region: Maharajjung

Lalitpure nursing campus

Bir hospital nursing campus

Midwest Region: Birgung nursing nursing campus

Pokahara campus

Tansen nursing campus

Bharatpure nursing campus

Western Region: Nepaljung nursing campus

In 1972 the main emphasis was given on training of middle level health workers. Various programmes launched for this purpose are Auxiliary Nurse Midwives, and certificate programmes in nursing.

BACKGROUND

One of the campus chief's main activities in the nursing campus is supervisory activities, As the campus chief is the head of the institution. Campus chief is the main executive for supervising the teachers' role which reflected in teaching and learning activities. Good nurses are required to provide adequate health care in hospitals as well as in the community, a vital factor in the country, Good trainers are required on campus to produce good nurses. There is still a shortage of trained workers in the country.

The ratio of teachers to students is 1:5 or 1:6, therefore to fulfill the ratio in campus, sometimes it is required to get teachers, who have just graduated from campuses at certificate level. For such categories of health workers, there is need for careful supervision of all teaching, by the campus chief in related nursing campuses. To maintain good standards of bedside nursing in hospitals, there must be constant supervision of trained nursing teachers by the campus chief. Lack of supervisory

activities of the campus chief also affects the teaching and learning activities .

In this modern scientific and technological period, there is a great need to update knowledge and skills as well as improve the attitude of teachers on every campus, under the supervision of the campus chief. Twenty-four hour coverage of bedside nursing care has been carried out by nursing personnel in hospitals in different units, including maternity, surgical, medical, children, gynecology, intensive care, operating theatres, out patient departments, maternal child health clinic, emergency ward etc. Skilled, tactful, intelligent nurses are required in the same units to give better nursing care. Moreover, if medical products are good, naturally care also will be better.

In some hospitals, it is recognized that nursing care is not as adequate as it ought to be. There are many reasons why better standards of nursing care in hospitals are not conducted. One of the main factors identified is the lack of supervisory activities of the campus chiefs on different campuses. There may be different supervisory activities in individual campuses as perceived by different teacher.

In this modern scientific age, there is great need for updating knowledge. The supervisory activities in

regards to research and curriculum study helps to fulfill these objectives.

The following are various factors that demand supervisory action by the campus chiefs:

1. The growth of campus population:

Before 1956, there were no nursing teachers in Nepal. Prior to 1956-1957 Nepal nursing services consisted of a few trained nurses from India, and trained local health personnel (compounders). Nursing services were virtually non-existent. With the advances in medicine and an increased number of hospitals in Nepal, the government established a school of nursing. The ground work for nursing education began in 1956, with the help of the World Health Organization. The first school was opened one year later. There were 14 students in this initial programme. Within 35 years, nursing teachers have increased and the number of students have also increased. Therefore there is a need to expand educational facilities on all campuses, and a need to provide an adequate supply of teachers to cope with the increase in nursing campus population.

The wide range of intellectual levels and preparation has brought more difficult instructional problems to campus teachers than ever before. To adopt

such things they need to have many kinds of methods and materials and necessary instruction to improve the activities of teachers in campus.

2. Expansion of health care system:

The expansion of knowledge and advancement of health care system, are compelling the nursing campuses to meet the growing needs of the nursing profession. The awareness of the people regarding health care services makes it necessary to train more efficient nurses for the country. Therefore, the teachers must become more dynamic to meet the changing demand of the profession

Nursing campus is under the umbrella of Tribhuvan University. The functions should be done under University rules and regulations. As University rules and regulations are changing rapidly in the context of teaching and learning programmes, it is necessary for the nursing campus to be aware of changes. Therefore the campus chief, as the leading person of nursing campus, becomes the most important person in improving the current system of education and updating knowledge, skills and attitudes of teachers, by providing periodic in-service training programmes, teachers training programmes, self learning packages and planned educational tours, to maintain continuity of study. Job responsibilities of the nurses are changing accordingly to meet the above objectives.

Suitable nurses should be produced by competent teachers. To meet the objectives, teachers should be assessed periodically by the campus chief.

As all scientific and technological fields are advancing rapidly, nursing campus personnel also need to keep up in this race otherwise the nursing profession will lag behind in the field of health science. It is also the role of campus chief to manage the campus efficiently.

3. A change in the function of teacher education:

A change in the function of teacher education has also taken place in Nepal. Previously it was mostly hospital oriented, now it has become community oriented, and more expanded than before. It now includes knowledge of the people's living conditions of the resources, health status, environmental conditions, and health hazards which affect the health of the people (ie. Primary Health Care Oriented). For efficient teaching of learning procedures, appropriate and adequate materials (Audio Visual Aids) are needed. The campus chief is responsible for the above facilities. They must be provided regularly to enable teachers to assume their responsibilities effectively in a qualitative training programme. With qualified nursing campus chiefs, it will be possible to reduce the staff turn over rate in the hospital and teacher turn over rate from the campuses. Therefore, campus chief can assist in the changing of teacher behavior

by helping teacher to identify new problems and assisting teachers in selecting new objective of education. Campus chiefs should co-operate with teachers in research projects or group study programs and responsibility is to encourage creativity and to extend praise and confidence for investigation. It is needed to support teachers, especially beginning teacher, by providing curriculum materials and other innovations, such as teaching materials. It should be able to assist teachers in preparing and using evaluating criteria and should listen to teachers problems with empathy and understanding problems, building comfortable relation among teachers, between teachers and students, between teacher and other members of professional staff, and between teachers and the public. It should eliminate threatening methods. and should be responsible for planning with teacher on program of inter campus visiting and making important research finding available to teachers. It should hold individual teachers conferences, when and where needed.

On the whole, supervision is needed because education is complex and rapidly change. To days the education is different from earlier centuries. It is slow change. Many teachers were not well educated and paid little attention to improving their skills while they were teaching. Some are incapable of adequate adjustment to the

normal demands of the profession. There is a critical shortage of nurse teachers/administrator who have the sharp political, psychological and social management skills needed to cope in a new situation. Societal forces and expatriation of teachers have been changed because of technological advance. Nursing teachers need considerable knowledge and skill in politics, economics, and social science as well as in developing students programme. Therefore, campus chief need to supervise nursing teachers according to these needs for knowledge and skills. It should not only be intellectually astute but also be a good risk taker who is, fairly aggressive and active in following issues as well as alert to alternative strategies in following objectives. Campus chief must have a positive sense of personal identity and professional values. Many of the nurse teachers feel institutional values, many of which are non political. Today is nothing simple. Most problems are complex, teachers also are not the same as before. They are searching for there fundamental rights, so that they can improve there performance.

4. The human right of the individual:

The right of self improvement is a fundamental right of each individual citizen. As Nepal is in the preliminary phase of democracy, nursing teachers can play a great role in providing the human right of health care for the people

of the country. Therefore adequate facilities need to be provided for teachers to improve their skills, knowledge, and attitudes. Therefore this study had under taken.

Statement of the problem

The purpose of the study was to identify supervisory activities of the nursing campus chiefs which gave evidence of being most adapted to the nursing campus in improving the nursing teachers and nursing campus chiefs program in Nepal. In making this study, the following steps were taken:

1. A survey of general information and description of the teachers
2. A survey of supervisory activities of campus chiefs as perceived by nursing campus chiefs and nursing teachers in Nepal.
3. A survey of opinions of supervisory activities of the campus chief deemed most useful and the least useful.
4. A survey of the campus chiefs in what way the work of the campus chief could be made more efficient.

RATIONALE:

This study was undertaken to identify the supervisory activities of campus chief as perceived by the teacher under their supervision as well as the campus chiefs themselves. The result of this study was of great

value to the nursing profession, because the supervisory activities of the campus chiefs are very crucial in developing the nursing profession and it is immense importance of this area in the education field. It was also expected that this study would help emphasize the need for cooperative endeavor and open channels of communication between the campus chiefs and teachers as they make efforts toward the improvement of campus teaching and to improve the campus chiefs program of supervision which would provide time, facilities, and resources necessary for the maximum development of the teachers in their effort to improve their teaching. So far in Nepal, no one had undertaken taken this study. The result of such study will be helpful to identify the supervisory activities of nursing campus chiefs and suggestion can be given to formulate and improve the campus chief's job description.

RESEARCH DESIGN OVERVIEW

The Mean SEM. 95%CI. and Mann- Whitney U test study was conducted order to the extent of perception of teachers and campus chiefs on supervisory activities of campus chief existing variables, these statistical techniques were particularly useful in understanding the perception of teachers and campus chiefs. The tool was useful for describing the perception of teachers and campus chiefs based on the value they gave to the supervisory activities

of campus chiefs to clarify the above idea. Specific details regarding the research were provided including explanations of independent and dependent variables, explanations of the purpose of the research design, descriptions of the data, discussion on collection of data and limitation of the different techniques involved, and the relationship between hypothesis and data collection.

JUSTIFICATION OF STUDY QUESTION:

This is the first study on perception of teachers and campus chiefs on the value of supervisory activities of campus chiefs serving on certificate level nursing campuses in Nepal. This study was undertaken to improve the campus program. Also it might be helpful and useful to the campus chief's activities so that teachers would be more beneficial to the nursing students. This evaluation helped demonstrate the nursing teachers preferences towards the supervisory behaviour of campus chiefs and ultimately improve the job description for campus chiefs.

PRIMARY RESEARCH QUESTION

What are the perception of campus chief and teachers on the value of supervisory activities of campus chief according to existing list of supervisory activities required from a campus chief?

SECONDARY RESEARCH QUESTION

1. What are the supervisory activities of campus chief as perceived by teachers and campus chiefs ?
2. What are the most important supervisory activities of campus chief as perceived by the teachers and campus chiefs ?

RESEARCH OBJECTIVES

1. To find out the supervisory activities of campus chief as perceived by the teachers.
2. To find out the supervisory activities .of campus chief as perceived by the campus chiefs.
3. To prioritize supervisory activities of campus chiefs according to their importance as perceived by the teachers
4. To compare the differences of perception between teachers and campus chief with respect to the supervisory activities of campus chief.
5. To give recommendation about the possible strategies to correct the differences.

OVERVIEW OF THE STUDY DESIGN

This study was a perception score Mean SEM. 95% CI. tested on Mann-Whitney for each category and with each item within each category. Perception scores for each supervisory activity would use Mean, SEM. 95%CI. in the perception of the value, they gave to supervisory activities of campus chiefs in certificate level nursing campus programs.

The intention of the design was to determine the score of perception of campus chiefs and the priorities of the most important supervisory activities of campus chief. The sample also consisted of all the nursing teachers and nursing campus chiefs from nursing campus of Nepal. This study was concerned with certificate level nursing program and Auxiliary Nurse Midwife program. These nursing programs are under the Institute of Medicine, Tribhuvan university of Nepal.

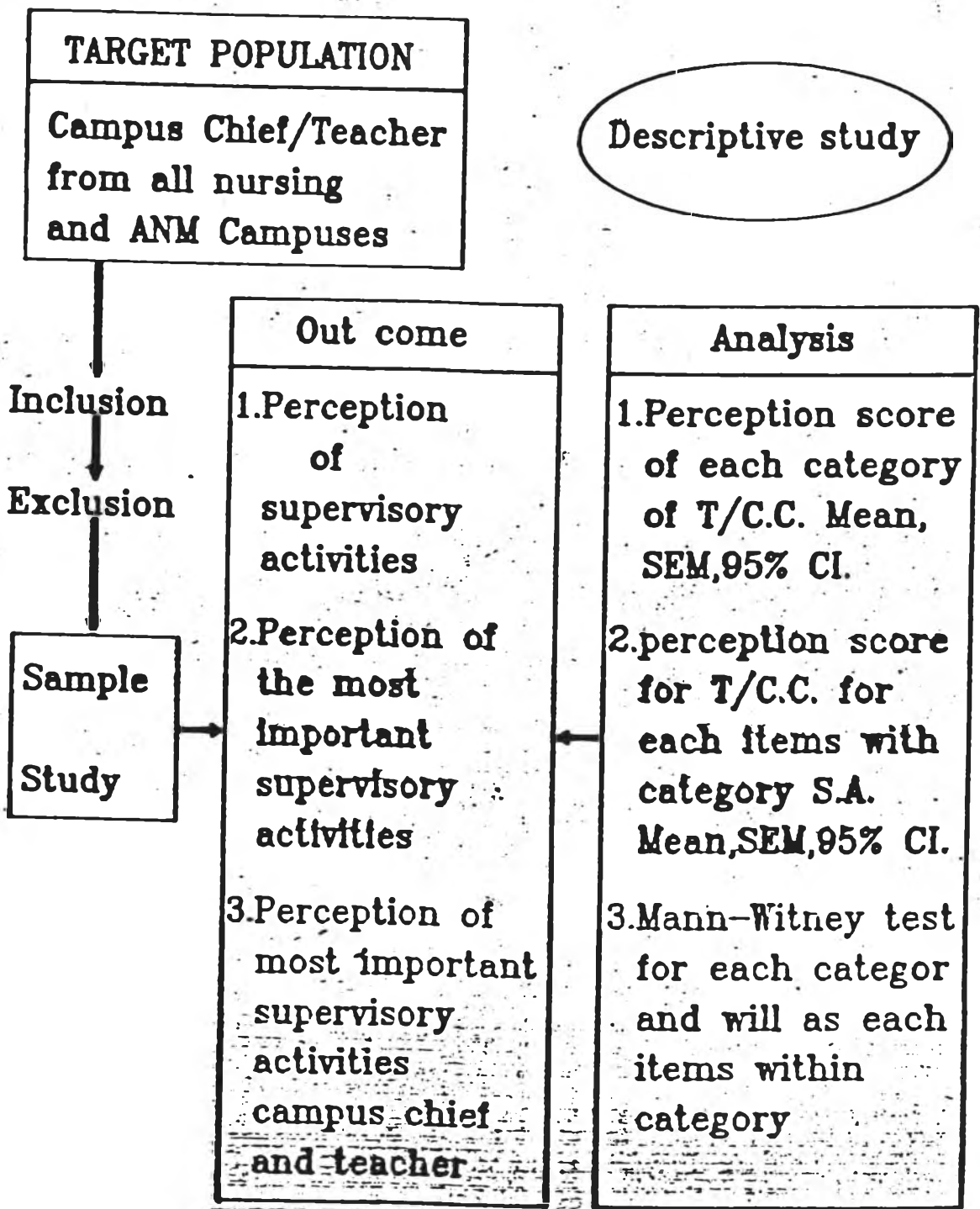
The supervisory activities of campus chiefs as perceived by teachers and campus chiefs which were dependent variables in the study are as follows:

- A. Meeting individual teachers.
- B. Curriculum study.
- C. Instructional means.
- D. In -service education.
- E. Group process.
- F. Research.
- G. Evaluation.

The investigator's own experience and a review of professional nursing literature, and other Factors defines this list of independent variables:

1. Assist new teachers in their work
2. Assist in orientation of new teachers
3. Recognize the individual teachers when needs arise
4. Be available to the individual teachers who desire personal conferences
5. Provide comfortable environment which contributes to the improvement of teaching
6. Advise teachers to study about curriculum change
7. Preparation of curriculum guides
8. Motivate teachers to use new content
9. Inform teachers about availability of instructional mean
10. Provide an adequate supply of books and professional journals
11. Encourage teachers to keep up with new instructional materials in expanding program
12. Advise teacher to utilize community resources in teaching learning activities
13. Invite outside experts as consultants to teachers
14. Hold group conferences to discuss instructional problems
15. Encourage teachers to attend workshops and conferences
16. Provide library facilities for teachers
17. Encourage teachers to do advanced study
18. Provide adequate teaching materials
19. Promote co-ordinating meeting
20. Assist the teachers to develop personal relationship with each other
21. Inform teachers about research
22. Advise teachers to use new ideas and practice
23. Involve teachers in doing research
24. Encourage teachers in self-evaluation
25. Encourage teachers to evaluate the campus activities

A Diagram of Study Design



DESIGN JUSTIFICATION

Descriptive study was done in this study in order to investigate the perception of teachers and campus chief. This study use the Mean, SEM., 95% CI. and Mann-Whitney design that had been considered to be standard and appropriate to answer the stated research questions for this study. The research questions demanded the classification of perception on supervisory activities of campus chief in nursing campus. For this reason, this design was suitable. This design permitted measure of a number of variables and their perception simultaneously. It also permitted study of behaviour in a far more realistic setting and provides information concerning the perceptions of supervisory activities. It furthermore prioritized the activities as perceived by teachers and campus chiefs according to the independent and dependant variables. The Mean, SEM., 95% CI. and Mann-Whitney U wilcoxon test technique were generally used to clarify the perceptions of the teachers and campus chiefs regarding supervisory activities. Therefore use of the Mean, SEM., 95% CI. and Mann Whitney test in research was justifiable.

OPERATIONAL DEFINITIONS:

Perception: In this study perception is considered to be the way in which teachers and campus chiefs recognized

and identified supervisory activities of campus chiefs.

Nursing Campus Nursing campus is used in this study to refer to the nine nursing campuses which were under the Institute of Medicine, Tribhuvan University of Nepal, each of which was responsible for the education of nurses.

Campus chief: Campus chiefs are those persons who are responsible for the supervisory activities of teachers on the nursing campus.

Campus teacher: Campus teachers in Nepal are were employed for the purpose of teaching nursing campus students.

Supervisory Activities: In this study supervisory activities include meetings, Curriculum development & implementation, giving moral support, in-service education, group dynamic process, research and education.

Meeting individual teachers needs: This refers those activities of the campus chiefs attempting to establish informal relationships between campus chiefs and teachers to assist both new and old teacher to conduct effective instructional process.

Curriculum study Curriculum study refers to those activities which attempt to encourage teachers individually

and jointly, to improve the campus curriculum.

Activities in instructional means: This refers to those activities which encouraged teachers to use various instructional media including community resources and outside specialists in teaching.

Activities in service education: This refers to those activities which encourage teachers to engage in any activities which bring about growth in teaching, workshop, conferences, and seminars.

Activities in group processes This refers to those activities which promote cooperative working relationships among faculty members and between the faculty members and the community.

Activities in research: This refers to those activities which provide teachers with knowledge and skills in research.

Activities in evaluation: This refers to those activities which encourage teachers to use variety of evaluation techniques in the teaching and learning situations in campus.

THE STUDY SAMPLE

All nursing teachers were part of the study

sample, with exception to those who were sick took leave or were missing. In this study all the nursing campus teachers and campus chiefs were included.

TARGET POPULATION

The target population consists of teachers and campus chiefs in the nursing campuses of Nepal.

ELIGIBILITY CRITERIA

The following eligibility criteria were applied to each of the subjects.

Inclusion Criteria

Nursing teachers and campus chiefs were included in the study.

Exclusion Criteria

Nursing teachers who had less than one year experience in teaching were excluded.

ALLOCATION OF SAMPLE

All the nurse teachers and nurse campus chiefs were included. The methods of data collection was called census or entire in numeration.

LIMITATION

This study was limited to the investigation of the supervisory activities of the campus chiefs as perceived by

the teachers and the campus chief themselves. The campus chiefs other roles such as rules and regulation enforcement or discipline, were not dealt with this study. This study was limited to teachers who taught the student nurses. The questionnaires were the only instrument used in surveying the teachers and campus chiefs perception of the value of the campus chiefs supervisory activities.

EXPECTED BENEFIT

1. This study found out teachers and campus chiefs preferences toward the supervisory behaviour of campus chiefs.

2. This study suggests the formulation of the job descriptions of nursing campus chiefs within the context of modern professional nursing in Nepal.

ETHICAL CONSIDERATION

Every human has personal rights towards moral value. Thus it is very important and necessary to think about ethical considerations before doing any kind of study. Ethically the study must do more good than harm.

According to the nature of present study, there were no risks, if the teachers and campus chiefs think positively positive way. This study was done for the development of campus programme the main concern of the study was to find

out the perception, the supervisory activities by campus chiefs and teachers of nursing campuses in Nepal to prioritize supervisory activities of campus chiefs according to their importance, as well as to compare the difference of perception between teachers and campus chiefs with respect to the supervisory activities of campus chiefs. The possible risk of this study was that some campus teachers might not desire to evaluate the campus chiefs, because it was very risky to them. Thus the investigator had ensured strict confidentiality for both campus chiefs and teachers with regards to the information obtained.

The individuals clearly had right to know before hand what might happened to them. It was the responsibility of investigator to protect the population under the study. There was full understanding between the population and investigator what was being asked of them. Since the data had been gathered from the population, the investigator guaranteed to maintain confidentiality of the data and would already correct not report what would negatively reflect on or discredit the institute. This study would held confidential so that data would not disclose the names of the population and campuses even though such information would be needed for the study. Only after the data analyzed and recommendations made, will the result of the study be offerd to each nursing campuses in Nepal.

The investigator did not exaggerate the demand that was to be made in terms of time, effort or stress on population. The investigator specified result of study to them in terms of the benefit to them.

In another words, they were told precisely what the investigator was looking for. The data was not private It was an individual contribution to a common wealth of knowledge and understanding. The study report, including results, would be provided to concerned individuals.

In summary, this study does not have ethical problems.