
**SPECIFIC FEATURES OF MANAGEMENT SCIENCE IN NURSING PRACTICE
AND THE ESSENCE OF MANAGEMENT COMPETENCIES**

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Abstract

This article highlights the specific features of management science in nursing practice and reveals the essence of management competencies. In the healthcare system, the role of nurses is closely related not only to patient care but also to management activities. Therefore, studying management science in nursing, developing leadership skills, and improving professional competencies are of great importance. The article analyzes the main functions of nursing management, the distinctive aspects of the management process, and the key management competencies required for a modern nurse leader. The results of the study substantiate the significance of management knowledge in nursing practice for ensuring effective medical services.

Keywords: Nursing, management science, nursing management, management competencies, healthcare system, nurse manager.

Introduction

Currently, the reforms being implemented in the healthcare system are defining the improvement of the quality of medical services as the main task. In this process, the importance of nursing is increasing, since nurses are directly communicating with patients and are an important link in the care and treatment process. At the same time, in modern medical institutions, nurses are appearing on the stage not only as performers, but also as specialists who actively participate in management processes.

Management in nursing is a systematic process aimed at planning, organizing, coordinating, and controlling the activities of nurses and ensuring the quality of medical services. The application of management science to the field of nursing allows for the effective organization of work processes in medical institutions, the proper use of human resources, and the improvement of the quality of services provided to patients. Therefore, nursing management is a direction of particular scientific and practical importance. Management competencies are a set of knowledge, skills, qualifications and personal qualities that a specialist needs to successfully carry out management activities. In nursing, these competencies include aspects such as teamwork, decision-making, communication, problem solving and stress management.

A nurse manager with management competencies has a positive impact on the sustainable operation of a medical institution.

The object of research of this article is the management process in nursing. The subject of research is the specific characteristics of management science in the field of nursing and the content and essence of management competencies. The aim is to shed light on the theoretical foundations of nursing management through scientific analysis in this direction.

The main purpose of the article is to identify the specific features of management science in nursing and scientifically substantiate the essence of management competencies. To achieve this goal, the following tasks were set:

- analyze the concept of nursing management;
- highlight the importance of management science in nursing;
- identify and describe the main types of management competencies.

Literature Review

The issues of nursing management are considered a significant direction in scientific research aimed at developing the healthcare system. Scientific literature discusses management science based on general management principles, emphasizing its specific characteristics in the medical field. It is shown that the management process is carried out through key functions such as planning, organizing, leading, and controlling, and it is noted that each of these functions has a unique meaning in nursing practice. Foreign scientific sources interpret nursing management as an integral part of the healthcare system. Studies emphasize that the involvement of nurses in management activities is directly related to the quality of medical services, patient safety, and the efficiency of the medical team. In particular, the professional training and management knowledge of nurse leaders are considered a crucial factor in ensuring the stability of an institution's operations.

The concept of management competencies is widely discussed in the literature, defined as a set of knowledge, skills, and personal qualities that enable a specialist to successfully organize their professional activities. In nursing, these competencies include communication skills, leadership abilities, analyzing problematic situations, making quick and sound decisions, and managing a team. Scientific sources indicate that developing these competencies is a necessary condition for the professional growth of nurses.

Furthermore, the literature analyzes the specific features of nursing management. Their primary characteristic is the high level of responsibility associated with human health and life. Therefore, the management process in nursing is not limited to organizational matters but also encompasses ethical, psychological, and social factors. This demonstrates that management science in the medical field is complex and multifaceted. Scientific research highlights that learning management knowledge is increasingly important for nurses in modern healthcare systems. This is attributed to the increase in workload in medical institutions, the expansion of teamwork, and the growing demand for quality services. Therefore, the necessity of integrating management science into nursing education is scientifically substantiated.

The analysis of the literature shows that issues of nursing management and the development of management competencies remain relevant. Although existing scientific works provide

important theoretical foundations, there is a need for further in-depth study of the practical aspects of nursing management. Therefore, this article focuses on a systematic analysis of these issues.

Main Body

1. Specific Features of Management Science in Nursing

Management science in nursing is a crucial component of the healthcare system, contributing to the efficiency of the medical service delivery process. Although it is based on general management theories, nursing management differs significantly from other fields in its content, functions, and level of responsibility. This distinction is primarily due to the fact that nursing practice is directly related to human life and health. Management decisions in nursing should be aimed at ensuring the continuity of the medical process and patient safety. Every organizational or management decision directly impacts the treatment process and the physical and psychological state of patients. Therefore, accuracy, responsibility, and caution are paramount principles in nursing management. Errors in the management process can lead to a decline in the quality of medical services.

A key characteristic of nursing management is its focus on the human element. Nursing activities involve constant communication with patients, their relatives, and the medical team. Therefore, not only an organizational but also a psychological approach is important in the management process. Considering the psychological state of patients when working with them and fostering healthy relationships among team members are important functions of management science. The nursing management process is carried out in constantly changing environments. Although the work process in medical institutions is organized according to a strict plan, unexpected situations arise frequently. Emergencies, sharp increases in patient flow, problems with medical equipment, or staff shortages can significantly impact the management process. In such situations, nurses are required to think quickly and be adaptable.

Furthermore, coordinating teamwork is of particular importance in nursing management. Nurses work in close collaboration with doctors, junior medical staff, and other specialists. In this process, the functions of planning, coordination, and control in management science play a crucial role. Clear division of responsibilities among team members increases work efficiency and strengthens accountability. Another distinctive feature of nursing management is its close connection with ethical responsibility. Adherence to medical ethics and deontology principles is of great importance in nursing practice. Taking these norms into account in the management process serves to protect patients' rights and strengthen trust in medical services. Therefore, nursing management is not just an organizational process but a complex activity that also involves ethical responsibility.

In conclusion, management science in nursing is characterized by its focus on the human element, a high level of responsibility, dynamic working conditions, and reliance on ethical principles. These features further enhance the importance of management science in the nursing field and indicate the necessity of considering it a crucial part of professional training.

2. Essence and Structure of Management Competencies

Management competencies are one of the key factors determining the effectiveness of nursing practice. This concept encompasses the set of knowledge, practical skills, qualifications, and personal qualities necessary for a specialist to successfully carry out the management process. In nursing, management competencies are important not only for nurses in leadership positions but also for nurses engaged in daily practical work. One of the main components of management competencies is theoretical knowledge related to management. This knowledge includes the processes of planning, organizing, coordinating, and controlling. Based on this knowledge, nurses can systematically organize their work, define tasks, and monitor their execution. Insufficient development of theoretical knowledge can lead to confusion and inefficiency in the management process.

Practical skills are a crucial component of management competencies. In nursing practice, these skills are developed by resolving situations that arise in the daily work process. For example, activities such as effective time management, organizing patient care, maintaining medical records, and teamwork require management skills. These skills are strengthened through experience. Another important component of management competencies is related to personal qualities. The responsibility, discipline, initiative, and stress tolerance of a nurse directly impact the effectiveness of the management process. The work process in medical institutions is often carried out in complex and demanding conditions, requiring a high level of psychological stability from nurses. A lack of personal qualities can lead to difficulties in management activities. Communication competency holds a special place in nursing management. Nurses must establish effective communication with patients, their relatives, and the medical team. Clear and accurate communication ensures the continuity of the treatment process and prevents misunderstandings. Well-developed communication competency in the management process helps to foster a healthy psychological environment within the team.

Decision-making competency is one of the important aspects of management competencies. In nursing practice, many situations require quick and responsible decision-making. The nurse's ability to correctly assess the situation, think analytically, and be willing to take responsibility are of great importance. The development of decision-making competency enhances the professional independence of nurses and strengthens their professional reputation.

Furthermore, management competencies include leadership and motivational abilities. A nurse leader should be able to direct the team towards common goals, increase staff interest in their work, and provide encouragement. Motivation is a crucial element of the management process and contributes to increased work efficiency. These competencies help to create a positive work environment in a medical institution.

In general, management competencies are an integral part of nursing practice, and their formation and development are of great importance during the professional training process. Nurses with management competencies can effectively organize the medical service delivery process and contribute to the development of the healthcare system.

3. The Role and Importance of Management Competencies in Nursing Practice.

The role of management competencies in nursing practice is manifested through ensuring the efficiency and quality of medical service delivery. In modern healthcare systems, nurses act not only as practitioners but also as important subjects of organizational activity. Therefore, possessing management competencies is a crucial factor in their professional practice and directly impacts their daily work.

Management competencies in nursing practice are expressed through the effective organization of the work process. Processes such as admitting patients, providing care, performing medical procedures, and maintaining records require management skills. Nurses can provide quality services to patients by effectively managing their time. This, in turn, leads to increased productivity in medical institutions. Management competencies are of particular importance in ensuring patient safety. Preventing errors that may occur during the treatment and care process largely depends on the proper organization of the management process. For example, adhering to medication administration protocols, using medical equipment correctly, and following sanitary and hygiene rules are important elements of management control. Effective management of these processes contributes to protecting patients' lives and health.

Organizing teamwork in nursing practice is one of the key aspects of management competencies. Work in medical institutions is often carried out on a team basis. Nurses work in close collaboration with doctors and other medical personnel. In this process, management competencies facilitate the clear division of tasks, enhance mutual responsibility, and coordinate work. Harmony within the team positively impacts the quality of medical services. Management competencies help nurses to effectively organize their activities in stressful and complex situations. Emergencies, a sharp increase in the number of patients, or increased workload are frequent occurrences in medical institutions. In such circumstances, management knowledge and skills enable nurses to assess the situation correctly, prioritize tasks, and make quick decisions. As a result, order and consistency are maintained in the work process. The practical importance of management competencies is also evident in the professional development of nurses. Nurses with these competencies have the opportunity to analyze their activities, identify existing shortcomings, and strive to overcome them. This process contributes to professional growth and enhances nurses' professional responsibility. Furthermore, management competencies serve as a necessary foundation for future leadership roles.

In conclusion, management competencies have a broad scope in nursing practice, contributing to improving the quality of medical services, ensuring patient safety, and enhancing the overall efficiency of medical institutions. Developing these competencies is an important direction in nursing education and practice.

4. Ways to Develop and Enhance Management Competencies in Nursing

Developing and enhancing management competencies in nursing is one of the crucial tasks for the modern healthcare system. The increasing demand for medical services, the complexity of work processes, and the growing competition among medical institutions require nurses to possess not only professional knowledge and skills but also management competencies. Therefore, the development of management competencies should be viewed as a continuous

and systematic process. The educational process plays a significant role in shaping management competencies. Teaching theoretical knowledge of management science in nursing education forms initial perceptions of management processes among students. Learning basic management concepts such as planning, organizing, leading, and controlling serves as a strong foundation for future professional practice. Theoretical knowledge is subsequently enriched through practical activities.

Practical training sessions and clinical experience are of particular importance in developing management competencies. During practical training in medical institutions, students become acquainted with management processes in real work settings. By observing the work process, participating in team activities, and performing responsible tasks, management skills are developed. Practical experience allows for the consolidation of theoretical knowledge and its application in real-life situations.

Independent learning and self-improvement are also important for developing management competencies. Nurses must continuously enhance their knowledge and skills throughout their professional careers. Analyzing their own activities, drawing lessons from mistakes, and learning new approaches positively impact the development of management competencies. This process is crucial for achieving professional maturity. Furthermore, training and professional development courses play a significant role in shaping management competencies. Through these activities, nurses become familiar with modern management approaches, communication strategies, and leadership methods. The knowledge and skills acquired during training are practically applied in the work process, increasing the efficiency of professional activities. This, in turn, contributes to the improvement of the management system in medical institutions.

The support and encouragement of leaders are also important factors in developing management competencies. A favorable work environment created by the management of medical institutions fosters initiative among employees. Through encouragement and motivation, nurses have the opportunity to fully realize their professional potential. As a result, the development of management competencies positively impacts the overall efficiency of the institution's activities.

In general, the development and enhancement of management competencies in nursing is a continuous process that requires the harmonious integration of education, practical activity, and personal development. The effective organization of this process contributes to the training of qualified and competitive nurses for the healthcare system.

5. Problems Encountered in Nursing Management Activities and Ways to Overcome Them

A number of problems arise in the process of effectively organizing nursing management activities. These problems may be related to the complex structure of the healthcare system, high workload, staffing issues, and the insufficient development of management competencies. Identifying these problems and determining ways to overcome them is of great importance for improving nursing management. One of the main problems encountered in nursing management is the uneven distribution of workload. In medical institutions, nurses are often required to perform multiple tasks simultaneously. This leads to a decrease in work efficiency

and the occurrence of fatigue and professional burnout. Consequently, errors may occur in the management process, and the quality of services provided to patients may decline. To overcome this problem, it is necessary to strengthen planning and control mechanisms in the management process.

Another significant problem is the insufficient development of management knowledge and skills. In some cases, although nurses are professionally competent, they face difficulties in performing management activities. This can lead to problems in coordinating team work, making decisions, and resolving conflicts. This situation highlights the need for systematic development of management competencies.

Communication deficiencies are another problem encountered in nursing management. If effective information exchange is not established among members of the medical team, misunderstandings and conflicts may arise. This situation can lead to a deterioration of the work environment and a decrease in the efficiency of teamwork. Therefore, developing communication competencies in the management process is crucial. Stressful working conditions are also a significant problem in nursing management. Emergencies, a high number of patients, and a high level of responsibility can negatively impact nurses' performance. Inability to effectively manage stress also affects the quality of management decisions. To overcome this problem, psychological support, fostering a healthy work environment, and improving the motivation system are essential.

One of the ways to overcome problems in nursing management is to organize management activities on a scientific basis. Implementing modern management approaches, and improving the system of education and professional development enhances management efficiency. Furthermore, the application of innovative methods in the management process is important.

In conclusion, the problems encountered in nursing management activities are complex and multifaceted, and overcoming them requires a systematic approach. By identifying these problems in a timely manner and implementing effective solutions, it is possible to improve nursing management, enhance the quality of medical services, and ensure the sustainable development of the healthcare system.

Conclusion

This article scientifically analyzes the specific features of management science in nursing and the essence of management competencies. It has been substantiated that nursing management is of great importance in the healthcare system for improving the quality of medical services, coordinating work processes, and ensuring patient safety. The human-oriented nature of management activities and the high level of responsibility required are recognized as the main characteristics of this field.

Furthermore, the structure of management competencies and their role in nursing practice have been illuminated. It has been identified that knowledge, skills, and personal qualities related to management enable nurses to effectively organize their professional activities, work in teams, and make sound decisions in problematic situations. The development of these competencies is a crucial factor in ensuring nurses' professional growth and independence.

In conclusion, studying management science in nursing and developing management competencies are important requirements of modern medical practice. Future nurses, by possessing this knowledge and these skills, will be able to work effectively in the healthcare system and make a worthy contribution to improving the quality of medical services.

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