



Philadelphia University
Faculty of Nursing
First Semester, 2009/2010

Course Syllabus

Course Title: Nursing Leadership and Management (Theory)	Course code: 940413
Course Level: Fourth year level	Course prerequisite(s) and/or co-requisite(s): All nursing specialty courses, can be taken with mental health or community health nursing
Lecture Time: Thursday 10am-12pm	Credit hours: 2

Course Coordinator

Name	Rank	Office Number and Location	Office Hours	E-mail Address
Fadia Hasna	Assistant Professor	Dean's Office	Thursday 12-2pm or by appointment	ffhasna@philadelphia.edu.jo ffhasna@orange.jo
<u>Course Faculty</u>				
Fadia Hasna	Assistant Professor	غرفة الادلة	Thursday 12-2pm or by appointment	ffhasna@philadelphia.edu.jo ffhasna@orange.jo

Course Description:

This course prepares the students to assume their nursing leadership and management roles with focus on their interactions with the health care team members in future work settings. It familiarizes the students with management theories, organizational behaviour theories and leadership styles that are relevant to the practice of nursing management. It explores the elements of the management process as well as change management strategies and their applications. It enhances students' leadership skills in maintaining best practices and standards of care. Nursing units in hospitals are the framework used for the application of the theories and knowledge base included in this course.

Course Intended Learning Outcomes (ILOs)/Competencies:

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

A. Knowledge and Understanding

1. Explain the differences between Nursing Management and Nursing Leadership
2. Describe selected styles of leadership of management and leadership
3. Identify the elements of the management process and their applications at the different nursing managerial levels.
4. Describe three common types of organizational structures.
5. Explain the differences between formal and informal organizations.
6. Describe selected models of care delivery, and compare and contrast the benefits and limitations of each.
7. Describe the principles of time management and work organization.
8. Describe the types of power that nurses can use to influence others.
9. Identify signs and symptoms of conflict and differentiate between constructive and destructive conflict.
10. Describe the concept of staffing and its various components (recruitment, selection, orientation and staff development and retention).

B. Intellectual Skills

1. Compare and contrast management, organizational and leadership theories including motivation and their applications in professional nursing practice.
2. Compare and contrast the benefits and limitations of the different models of nursing care delivery with respect to employers, nurses and clients.
3. Identify and begin to use innovative approaches to problem solving, staff direction and providing feedback including criticism and praise.
4. Rank nursing priorities of a group of clients for a specified time period.

C. Professional Skills

1. Collaborate with interdisciplinary team members to create change and attain goals.
2. Use concepts of effective communication to foster working relationships and manage a variety of nursing situations.
3. Apply conflict management strategies in nursing practice.
4. Apply change of shift report and scheduling principles in nursing practice
5. Apply the principles of effective supervision and delegation in nursing practice

D. Transferable Skills

1. Use critical thinking, decision-making theories, and priority setting in the management of nursing situations.
2. Utilize leadership/management skills in the delivery of caring, competent, legal and ethical nursing care to individuals and groups in a variety of settings.

Course Content:

Topic	No. of Hours	Exam. Content Area	% of Grades
<p>1. Framework for Nursing Leadership and Management</p> <p>1) Professionalism of Nursing, Leadership and Management Roles and Characteristics, Similarities and Differences in Nursing Practice</p> <p>3) The Evolution of Theories of Management, Organizational Theory and Theories of Human Behavior Specifically Related to Leadership and Management.</p> <p>4) Organisational Structure and Levels of Management in Health Care Settings</p> <p>5) Change Management</p> <p>6) Total Quality Management and Best Practices in Nursing Care</p> <p>7) Holistic Approach in Nursing Management</p>	<p>10:00</p>	<p>First Exam</p>	<p>20%</p>
<p>2. The Elements of the Management Process</p> <p>1) Planning</p> <p>2) Organising</p> <p>3) Staffing</p> <p>4) Directing</p> <p>5) Controlling</p> <p>6) Exercises on elements of management process</p> <p>Revision of material for first exam</p>	<p>01:30</p> <p>01:00</p> <p>02:00</p>		
<p>3. Key Skills in Nursing Management</p> <p>1) Managing Stress/Time</p> <p>2) Effective Delegation</p> <p>3) Problem Solving/Decision Making</p> <p>4) Communication in Organizations</p> <p>5) Power and Conflict Management</p> <p>Revision of material for second exam</p>	<p>08:00</p> <p>02:00</p>	<p>Second Exam</p>	<p>20%</p>
<p>4. Resource Management</p> <p>1) Providing Feedback, Motivating, Coaching and Disciplining</p> <p>2) Staffing and Scheduling</p> <p>3) Performance Appraisal</p> <p>4) Exercises on scheduling</p> <p>Revision of material for final exam</p>	<p>08:00</p> <p>02:00</p>	<p>Include in final exam</p>	<p>20%</p>

Course Content Schedule

WEEK	TOPIC
1	Orientation and Introduction to Course Criteria for Professionalism in Nursing Leadership. Differences between Leadership and Management.
2	Theories of Leadership and Organizational Management Levels of Management
3	Theories of Human Behaviour related to Leadership and Management
4	NURSING CARE DELIVERY SYSTEMS Holistic Approach to Nursing Care
5	QUALITY MANAGEMENT
6	CHANGE MANAGEMENT The Management Process Elements
7	FIRST EXAM Time Management Effective Delegation
8	Key Skills in Nursing Management Problem Solving/ Decision Making Problem Solving/ Decision Making
9	Communication in Organizations Power and Conflict Management
10	Second Exam
10	Resource Management Measurement of Workload and Staffing
11	Staffing Ratios, Plans and Job Descriptions Inter-shift report
12 & 13	Scheduling Exercises on Scheduling
14	Revision
15	Final Exam

Learning Activities:

Written Assignments
Classroom discussions
Assigned readings

Student Assessment methods:

Assignments
Class participation
Attendance
Written exams

Assessment Schedule:

- First Exam Week 7
- Second Exam Week 13

- Final Exam Week 17

Weighing of Assessments:

Class participation, case studies and seminars	10%
First exam	20%
Second Exam	20%
Final exam	50%
Total	100%

List of References:

A. Essential Textbooks:

Sullivan E. & Decker P. (2009) 'Effective Leadership and Management in Nursing' (7th, edition) Pearson Prentice Hall
Library Number: 362.173068

Huber D. (2007) Leadership and Nursing Care Management (3rd Edition) W.B. Saunders Company
Library Number: 362.173068

B. Recommended Textbooks:

Mc Connell. C (2003) The Effective Health Care Supervisor (5th Edition) Jones and Bartlett Publishers Library Number: 362.110683 MCC

Arnold. E & Underman Boggs. K. (2003) Interpersonal Relationships: Professional Communication Skills for Nurses - Saunders Library Number: 610.730699 ARN

Attendance Policy: **(Example to be adopted & modified.)**

Absence from lectures and/or tutorials shall not exceed 15%. Students who exceed the 15% limit without a medical or emergency excuse acceptable to and approved by the Dean of the relevant college/faculty shall not be allowed to take the final examination and shall receive a mark of zero for the course. If the excuse is approved by the Dean, the student shall be considered to have withdrawn from the course.

Documentation and Academic Honesty **(Example to be adopted & modified.)**

Submit your home work covered with a sheet containing your name, number, course title and number, and type and number of the home work (e.g. tutorial, assignment, and project).

Any completed homework must be handed in to my office (room IT...) by 15:00 on the due date. After the deadline “zero” will be awarded. You must keep a duplicate copy of your work because it may be needed while the original is being marked.

You should hand in with your assignments:

- 1- A printed listing of your test programs (if any).
- 2- A brief report to explain your findings.
- 3- Your solution of questions.

• Protection by Copyright **(Example to be adopted & modified.)**

1. Coursework, laboratory exercises, reports, and essays submitted for assessment must be your own work, unless in the case of group projects a joint effort is expected and is indicated as such.

2. Use of quotations or data from the work of others is entirely acceptable, and is often very valuable provided that the source of the quotation or data is given. Failure to provide a source or put quotation marks around material that is taken from elsewhere gives the appearance that the comments are ostensibly your own. When quoting word-for-word from the work of another person quotation marks or indenting (setting the quotation in from the margin) must be used and the source of the quoted material must be acknowledged.
3. Sources of quotations used should be listed in full in a bibliography at the end of your piece of work.

• **Avoiding Plagiarism.**

(Example to be adopted & modified.)

1. Unacknowledged direct copying from the work of another person, or the close paraphrasing of somebody else's work, is called plagiarism and is a serious offence, equated with cheating in examinations. This applies to copying both from other students' work and from published sources such as books, reports or journal articles.
2. Paraphrasing, when the original statement is still identifiable and has no acknowledgement, is plagiarism. A close paraphrase of another person's work must have an acknowledgement to the source. It is not acceptable for you to put together unacknowledged passages from the same or from different sources linking these together with a few words or sentences of your own and changing a few words from the original text: this is regarded as over-dependence on other sources, which is a form of plagiarism.
3. Direct quotations from an earlier piece of your own work, if not attributed, suggest that your work is original, when in fact it is not. The direct copying of one's own writings qualifies as plagiarism if the fact that the work has been or is to be presented elsewhere is not acknowledged.
4. Plagiarism is a serious offence and will always result in imposition of a penalty. In deciding upon the penalty the Department will take into account factors such as the year of study, the extent and proportion of the work that has been plagiarized, and the apparent intent of the student. The penalties that can be imposed range from a minimum of a zero mark for the work (without allowing resubmission) through caution to disciplinary measures (such as suspension or expulsion).