



## **N-181 INTRODUCTION TO NURSING MANAGEMENT AND LEADERSHIP** **First Semester, AY 2022-2023**

### **Course Guide and Syllabus**

**DESCRIPTION:** The course introduces concepts, theories and principles of leadership and management applied to nursing situations, including that of the hospital and community settings.

**PURPOSE:** To provide the student basic management and leadership concepts, theories, and principles required for the performance of the nurse's professional responsibilities.

**COURSE CREDIT:** 3 Units

**SCHEDULE:** Monday, 1:00 – 4:00 pm

**SETTING:** UPCN, UPM VLE, Zoom Meetings

#### **FACULTY**

1. Asst. Prof. Irma I. Almoneda, [iialmoneda@up.edu.ph](mailto:iialmoneda@up.edu.ph), (0995) 631-4288
2. Asst. Prof. Jo Leah A. Flores, [jaflores4@up.edu.ph](mailto:jaflores4@up.edu.ph), (0917) 8059650

#### **RESOURCES**

1. One or two full-time faculty members
2. UPM VLE
3. Library Resources

#### **COURSE OUTCOMES**

At the end of the course, the student will be able to:

1. Use critical thinking in addressing basic leadership and management decisions using knowledge from the physical, social, natural and health sciences, and humanities.
2. Apply appropriate evidence-based principles in cases or situations requiring leading and managing staff/personnel/population group, units, programs, or initiatives.
3. Recognize the need to integrate existing policies, laws, regulation, and code of ethico-legal and moral principles in the practice of nursing management and leadership.
4. Learn effective communication strategies to achieve health, unit or program goals.
5. Value the need for an efficient documentation system for daily operations, practice decisions, and outcomes of nursing care in varied settings.
6. Recognize opportunities for integrating concepts of inter-professional collaboration and community partnerships toward achieving health goals, client empowerment and community competence.



7. Demonstrates awareness of the need to integrate beginning leadership, management concepts, theories, and principles in the delivery of safe, quality client care, and continuous quality improvement of nursing care and health service.
8. Conceptualize a quality improvement initiative for health service delivery, program implementation, or personnel management.
9. Value lifelong learning with passion to keep current for better client care, staff, unit and program management.
10. Value the importance of integrity, respect for human dignity, gender and culture sensitivity, and social justice in the practice of nursing leadership and management.
11. Conceptualize health care advocacies for the welfare and pride of the Filipino people.

**MODE OF DELIVERY**

The course will be delivered using the blended approach; with face-to-face in-person sessions and online asynchronous and synchronous activities using the **UP Manila Virtual Learning Environment (UPM VLE)**, as the Learning Management System (LMS), and **Zoom Meetings**. As we conduct teaching-learning activities online, a list of references has been made available in the course guide. Some references are available online through the UP-Manila Library-- <http://library.upm.edu.ph/> or login to Open Athens using your UP account. In case you need further assistance, you may inquire from the UPCN library website (<http://sites.google.com/up.edu.ph/upcn-library/home>) or contact the UPCN Library ( <https://www.facebook.com/UPCNLibrary>). Students are encouraged to source other references online or physically to maximize the learning experience. Students are reminded to uphold honesty and integrity in all activities and outputs in the course. Furthermore, respect for copyright and intellectual property is a must.

The class will be divided into 9 groups. Submission of group and individual outputs will be done online. Students can contact the faculty via email or mobile.

**COURSE REQUIREMENTS**

Midterm Examination	-	20%
Final Examination	-	20%
Group Reports/Activities	-	20%
Concept Paper (Group)	-	20%
Peer Evaluation	-	10%
Journal Critique (Individual) x 2	-	10%
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		100%

Course passing grade is 70%.



### Course Schedule

AY 2022 - 2023	Topic	Responsible Persons - Learning Activities
Sep 26	<ul style="list-style-type: none"> <li>● Overview of Nursing Leadership and Management</li> <li>● Leveling of Expectations</li> <li>● Difference Between Leaders and Managers</li> </ul>	<b>Faculty</b> <b>F2F Orientation &amp; Discussion</b>
Oct 3	<b>LEADERSHIP</b>  A. Definition B. Leadership Process <ol style="list-style-type: none"> <li>1. The Leader</li> <li>2. The Follower</li> <li>3. The Situation</li> <li>4. Communication</li> <li>5. Goals</li> </ol> C. Leadership Theories <ol style="list-style-type: none"> <li>1. Great Man/Traits</li> </ol>	<b>Faculty</b> <b>F2F (Rm 214)</b> Lecture, Discussion Case Study
Oct 10	<b>LEADERSHIP</b> <ol style="list-style-type: none"> <li>2. Behavioral</li> <li>3. Situational/Contingency</li> <li>4. Interactional               <ol style="list-style-type: none"> <li>a. Transactional</li> <li>b. Transformational</li> </ol> </li> <li>5. Contemporary               <ol style="list-style-type: none"> <li>a. Quantum Leadership</li> <li>b. Servant Leadership</li> </ol> </li> </ol> D. Leadership Styles E. Leadership Skills <ol style="list-style-type: none"> <li>1. Interpersonal Skills</li> <li>2. Motivation</li> <li>3. Communication</li> <li>4. Team Building</li> </ol> F. Qualities/Behaviors of an Effective Leader	<b>Faculty</b> <b>F2F (Rm 214)</b> Lecture, Case Study, Group Activity
Oct 17	<b>LEADERSHIP</b> G. Leadership Strategies <ol style="list-style-type: none"> <li>1. Power</li> <li>2. Advocacy</li> <li>3. Empowerment</li> </ol>	<b>Group A</b> Report to be uploaded in VLE (asynchronous)



	<p><b>CHANGE AND INNOVATION</b></p> <ul style="list-style-type: none"> <li>A. Theories of Change &amp; Innovation</li> <li>B. Planned Change</li> <li>C. Barriers to Change</li> <li>D. Leadership Roles and Implications</li> </ul>	
<b>Oct 17</b>	<p><b>MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>A. Definition</li> <li>B. Management Theories             <ul style="list-style-type: none"> <li>1. Classical Management Theories</li> <li>2. Contemporary Management Theories               <ul style="list-style-type: none"> <li>a. Contingency</li> <li>b. Systems</li> <li>c. Complexity</li> <li>d. Chaos</li> </ul> </li> </ul> </li> <li>C. Qualities and Behaviors of an Effective Nurse Manager</li> <li>D. Roles of Nurse Managers across various settings</li> <li>E. Requisites for Successful Leadership and Management             <ul style="list-style-type: none"> <li>1. Problem Solving</li> <li>2. Critical Thinking and Decision-making               <ul style="list-style-type: none"> <li>a. Decision Outcomes</li> <li>b. Decision Making Situations</li> <li>c. Administrative and Organizational Decision Making</li> <li>d. Decision Making Tools and Strategies Used to Solve Problems</li> </ul> </li> </ul> </li> </ul>	<p><b>Group B</b>          Report to be uploaded in VLE (asynchronous)</p>
<b>Oct 17</b>	<ul style="list-style-type: none"> <li>F. Legal and Ethical Considerations             <ul style="list-style-type: none"> <li>1. The Law</li> <li>2. Legal Basis for Nursing Practice</li> <li>3. Leadership and Management Implications of Legal Issues</li> <li>4. Types of Ethical Issues</li> <li>5. Ethical Reasoning and Decision-Making</li> <li>6. Leadership and Management Implications in Ethics</li> </ul> </li> </ul>	<p><b>Group C</b>          Report to be uploaded in VLE (asynchronous)</p>
<b>Oct 24</b> <b>Oct 31</b>	<p><b>READING BREAK</b>  <b>Non-Working Holiday</b></p>	
<b>Nov 7</b>	<p><b>Discussion and Assessment</b></p>	<p><b>Groups A -C</b>  <b>F2F (Rm. 214)</b>          Any of the following:          Group Discussion, Case Study, Games, Quiz, Role Play, etc.</p>



<b>Nov 14</b>	<b>MIDTERM EXAMINATION</b>	
<b>Nov 21</b>	<p>G. Functions of Management (Management Process)</p> <p>1. Planning</p> <ol style="list-style-type: none"> <li>a. Definition</li> <li>b. Nursing service philosophy, vision, mission, core values, goals and objectives</li> <li>c. Types of Plans           <ul style="list-style-type: none"> <li>● Strategic</li> <li>● Operational</li> <li>● Tactical</li> <li>● Contingency</li> </ul> </li> <li>d. Time and Stress Management</li> </ol>	<p><b>Group D</b>          Report to be uploaded in VLE (asynchronous)</p> <p><b>Submission of Journal Critique #1</b></p>
<b>Nov 21</b>	e. Budgeting	<p><b>Faculty</b>          Lecture to be uploaded in VLE (asynchronous)</p>
<b>Nov 21</b>	<p>2. Organizing</p> <ol style="list-style-type: none"> <li>a. Definition</li> <li>b. Organizational Structures</li> <li>c. Organizational Climate and Culture</li> <li>d. Professional Practice Models           <ul style="list-style-type: none"> <li>● Traditional Nursing Care Delivery Models</li> <li>● Evolving Models</li> <li>● Innovative and Future Model</li> </ul> </li> </ol>	<p><b>Group E</b>          Report to be uploaded in VLE (asynchronous)</p>
<b>Nov 28</b>	<b>Discussion and Assessment</b>	<p><b>Groups D &amp; E, Faculty F2F (Rm. 214)</b>          Any of the following:          Group Discussion, Case Study, Games, Quiz, Role Play, etc.</p>
<b>Dec 5</b>	e. Staffing and Human Resource Management – staffing requirement, recruitment, selection, assignment, orientation, development, retention, separation, and issues related to HRM (e.g., burnout, workplace violence, gender-sensitivity, workplace diversity, etc.)	<p><b>Group F</b>          Report to be uploaded in VLE (asynchronous)</p>
<b>Dec 5</b>	<p>3. Directing</p> <ol style="list-style-type: none"> <li>a. Definition</li> <li>b. Elements of Directing           <ul style="list-style-type: none"> <li>● Delegation</li> </ul> </li> </ol>	<p><b>Group G</b>          Report to be uploaded in VLE (asynchronous)</p>



	<ul style="list-style-type: none"> <li>● Coordination</li> <li>● Supervision</li> <li>● Organizational, Interpersonal, Group Communication</li> <li>● Conflict resolution</li> </ul>	
<b>Dec 5</b>	<p>4. Controlling</p> <ol style="list-style-type: none"> <li>a. Definition</li> <li>b. Control Process</li> <li>c. Quality and Safety</li> <li>d. Measuring and Managing Outcomes</li> <li>e. TQM, Quality Assurance, Nursing Audit, Continuous Quality Improvement</li> <li>f. Performance Appraisal/Evaluation</li> <li>g. Discipline of Personnel</li> <li>h. Grievance Procedures</li> </ol>	<p><b>Group H</b>          Report to be uploaded in VLE (asynchronous)</p>
<b>Dec 5</b>	<p><b>Other Issues/Trends</b></p> <ol style="list-style-type: none"> <li>A. Disaster Preparedness (including CoVID-19 &amp; emerging infections)</li> <li>B. Technology Advancement (Data Management, Clinical Informatics, robotics, etc)</li> <li>C. Migration of Nurse (home &amp; recipient country concerns/challenges)</li> <li>D. Education and Training of Nurses (specialization, etc.)</li> <li>E. Nursing Shortage (skills mix, recruitment and retention, etc.)</li> <li>F. Universal Health</li> </ol>	<p><b>Group I</b>          Report to be uploaded in VLE (asynchronous)</p>
<b>Dec 12</b>	Discussion and Assessment	<p><b>Groups F - I</b>  <b>F2F (Rm. 214)</b>          Any of the following:          Group Discussion, Case Study, Games, Quiz, Role Play, etc.</p> <p><b>Submission of Journal Critique #2</b></p>
<b>Dec 19</b>	<b>FINAL EXAMINATION</b>	Face-to Face



## References:

Finkelman, A. (2012). *Leadership and Management for Nurse Core Competencies for Quality Care*. (2<sup>nd</sup> Edition). N.J: Pearson Education Inc.

Huber, D. (2014). *Leadership and Nursing Care Management*. (5<sup>TH</sup> Edition). Elsevier Saunders: St. Louis, Missouri.

Kelly, P. (2012). *Nursing Leadership & Management*. (3<sup>rd</sup> Edition). Delmar.

Marquis, B. and Huston, C. (2015). *Leadership Roles and Management Functions in Nursing: Theory and Application*. PA: Wolters Kluwer Health.

Marrelli, T. M., & Sigma Theta Tau International. (2018). *The Nurse Manager's Survival Guide 4th Ed: Vol. Fourth edition*. Sigma Theta Tau International.  
<https://search.ebscohost.com/login.aspx?direct=true&AuthType=sso&db=e000xww&AN=1625430&site=ehost-live&custid=s8396304>

Elaine Sorensen Marshall, P. R. F., & Marion E. Broome, P. R. F. (2017). *Transformational Leadership in Nursing, Second Edition : From Expert Clinician to Influential Leader: Vol. Second edition*. Springer Publishing Company.  
<https://search.ebscohost.com/login.aspx?direct=true&AuthType=sso&db=e000xww&AN=1343275&site=ehost-live&custid=s8396304>

Mensik, J., & Sigma Theta Tau International. (2017). *The Nurse Manager's Guide to Innovative Staffing, Second Edition: Vol. Second edition*. Sigma Theta Tau International. <https://search.ebscohost.com/login.aspx?direct=true&AuthType=sso&db=e000xww&AN=1485244&site=ehost-live&custid=s8396304>

Rosa, W, M. R. A.-B. A. F. C. C. (2016). *Nurses As Leaders: Evolutionary Visions of Leadership*. Springer Publishing Company.  
<https://search.ebscohost.com/login.aspx?direct=true&AuthType=sso&db=e000xww&AN=1244584&site=ehost-live&custid=s8396304>

Schub, T. B. & Heering, H. R. C. (2021). *Novice to Expert: Achieving Success. CINAHL Nursing Guide*.

Weiss, S.A. and Tappen, R.M. (2015). *Essentials of Nursing Leadership and Management*. (6<sup>th</sup> Edition). Philadelphia: FA Davis Co.



**N-181 Introduction to Nursing Management and Leadership  
 1st Semester, AY 2022-2023**

**GUIDELINES FOR GROUP CONCEPT PAPER DEVELOPMENT**

**PURPOSE:** The purpose of this activity is to assist the students in analyzing a nursing management issue. The issue could be any nursing leadership or management area of concern which was taken up in class or which the students feel strongly about. Your analysis must include the nursing leadership or management theories and concepts discussed in the course. Please see suggested topics in the course guide.

**LENGTH:** Strictly not more than 20 pages

**FORMAT:** Double space, Arial or Calibri 11, A4 size

**GRADE ALLOCATION:**

Items	Percentage
I. Introduction A. Relevance and reason for choosing the topic B. Background information	10%
II. Review of Literature A. Minimum of 7 references B. Presentation of Pros & Cons / Strategies	25%
III. Discussion (clearly state your stand/recommended strategies)	40%
IV. Conclusion	15%
V. Presentation, appropriate citation, use of APA	10%
	100%

**Submission deadline: January 6, 2023**





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**Guidelines for Journal Reading Critique**

**Purpose:** This activity will provide students the opportunity to 1) appreciate evidence-based and lifelong learnings; and 2) reflect on situations where evidence-based principles or strategies can be applied and how.

This activity is not intended to critique or appraise a research publication as this will be done in N199.

**Length:** No more than 2 pages

**Format:** Single-space, Arial or Calibri 11, A4

**Grade Allocation:**

<b>Elements of the Critique</b>		<b>Percentage</b>
I.	Brief summary of the article (use own words)	20%
II.	Discussion <ul style="list-style-type: none"> <li>● Main ideas or points of the article</li> <li>● Relevance and application to nursing practice</li> <li>● Agreement/Disagreement with statements or points in the article - cite reasons or supporting ideas</li> </ul>	10% 30% 30%
III.	Clear and logical presentation, appropriate citation and use of the APA format	10%
<b>Total</b>		<b>100%</b>

**Submission deadlines: Journal Critique #1 - November 21, 2022  
 Journal Critique #2 - December 12, 2022**