



University of the Philippines Manila  
The Health Sciences Center  
**COLLEGE OF NURSING**  
*WHO Collaborating Centre for Leadership in Nursing Development*  
*Commission on Higher Education (CHED) Center for Excellence*  
Sotejo Hall, Pedro Gil St., Ermita, Manila  
Tel.: (632)523-1472 / Telefax: (632)523-1485



**N240 Nursing Administration I**  
**1<sup>st</sup> Semester, AY 2023-2024**

**COURSE GUIDE**

**COURSE DESCRIPTION:** Nursing Administration I is a major course for the Master's Program in the Nursing Administration track. This course reviews selected theories, principles, concepts and processes of management applied to nursing administration.

This course is divided into three parts: 1) Introduction – understanding leadership and management concepts and selected theories; 2) The Management Process - its application to nursing administration; and 3) Challenges and Opportunities in Nursing Administration.

**CREDIT:** 3 Units

**SCHEDULE:** Monday, 4:00-7:00pm

**COURSE LEARNING OUTCOMES:** After completing the course, the students should be able to:

1. Examine different theories, concepts, principles, and management processes involved in nursing administration.
2. Utilize appropriate theories, concepts and principles of management applicable to nursing administration across various settings.
3. Evaluate common management issues or challenges.
4. Generate rationale strategies in addressing management/administrative issues identified.
5. Assess current trends and opportunities in healthcare management that will produce positive patient and organizational outcomes.

**MODE OF DELIVERY:** This course shall employ a blended or hybrid teaching-learning activities to be more innovative and responsive to the student's needs. The University of the Philippines Manila (UPM) has provided two Learning Management Systems (LMS) utilizing the UPM Virtual Learning Environment (VLE) and Canvas. For N240, the UPM VLE will be used. Activities in the course will either be synchronous or asynchronous. For synchronous meetings, the class shall utilize the ZOOM Meeting platform. Asynchronous activities and instructions will be done through UPM VLE. All deliverables/ compliances to the activities or assignments shall be uploaded in the UPM VLE or G drive as the second option when the former is not possible.

For urgent communications such as announcements, queries or concerns of students or faculty, SMS or text messages through mobile phone or FB messenger or email shall be used. Creation of Group Chat through FB messenger will be done to facilitate communication among members of the class and the faculty.



## COURSE OUTLINE

- Unit I** Introduction
1. Understanding the Differences: Leadership vs. Management
  2. Understanding the Healthcare Environment in the Philippine Context
  3. Selected Management Theories
  4. Selected Leadership Theories
- Unit II** The Management Process
1. Planning
  2. Organizing
  3. Staffing
  4. Leading
  5. Controlling
- Unit III** Challenges and Opportunities in Nursing Administration
1. Issues and Trends
  2. Challenges and Opportunities

## STUDY SCHEDULE:

Dates	Module Coverage	Learning Activities	Outputs
4 Sept	Introduction to the Course Leveling of Expectations  <b>UNIT I INTRODUCTION</b>  1. Understanding the Differences: a. Leadership vs. Management b. Distinguishing a manager from a leader  2. Managerial Roles (Mintzberg)  3. Understanding the Healthcare Environment and the healthcare settings in the Philippine context a. Hospital settings b. Community settings	Synchronous: (Zoom meeting)  ● Brief Self Introduction  ● Orientation to the course  Leveling of expectations  Course Site: VLE  ● Explore the Course site ● Read the Course Guide	Group Discussion and clarifications
11 Sept	4. Selected Management Theories 4.1 Classical Management Theories a. Scientific Management Theory (Frederick Taylor) b. Theory of Administrative Management	(Asynchronous)	Presentation slides in ppt/ pdf format (to be uploaded in the UPM VLE)



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	<ul style="list-style-type: none"> <li>b.1 Henri Fayol</li> <li>b.2 Luther Gulick</li> <li>c. Theory of Bureaucratic Management (Max Weber)</li> <li>4.2 Theory of Human Relations Management <ul style="list-style-type: none"> <li>a. Elton Mayo</li> <li>b. Mary Parker Follet</li> </ul> </li> <li>4.3 Contingency Theory <ul style="list-style-type: none"> <li>a. Tannenbaum and Smith Continuum of Leadership</li> <li>b. Blake and McCanse Leadership Grid</li> </ul> </li> <li>4.4 Systems Management Theory Ludwig von Bertalanffy</li> </ul>		o Discussion forum participation in the course site
18 Sept	<p>5. Selected Leadership Theories</p> <ul style="list-style-type: none"> <li>a. Great Man/Trait Theories</li> <li>b. Behavioral Theories</li> <li>c. Leadership Styles (Lewin, Lippitt and White)</li> <li>d. Contingency/Situational Theories <ul style="list-style-type: none"> <li>d.1 Fiedler's Model</li> <li>d.2 Hersey &amp; Blanchard</li> </ul> </li> <li>e. Interactional Theories <ul style="list-style-type: none"> <li>e.1 Transactional Leadership</li> <li>e.2 Transformational Leadership</li> </ul> </li> <li>f. Exemplary Leadership (Kouzes and Posner)</li> <li>g. Integrating Leadership and Management (Gardner)</li> <li>h. Emotional Intelligence Theory</li> <li>i. Full-Range Leadership Theory</li> </ul>	<p>(Asynchronous)</p> <ul style="list-style-type: none"> <li>o Review and analyze theories on selected Leadership Theories</li> <li>o Answer the Discussion Forum posted in the VLE</li> </ul>	<p>Presentation slides in ppt/ pdf format (to be uploaded in the UPM VLE)</p> <p>o Discussion forum participation in the course site</p>
25 Sept	Topics on Selected Management Theories	<p>(Synchronous)</p> <ul style="list-style-type: none"> <li>o Brief presentation/ reporting on the assigned topics</li> <li>o Interactive group discussion</li> </ul>	<p>Oral presentation on the selected theories</p> <p>Participation in the class discussion.</p>



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2 Oct	<ul style="list-style-type: none"> <li>○ Nurse Leader-Manager Competencies (AONL) that capture the framework covering the three domains: The Science, The Art, and The Leader Within</li> <li>○ Traits of an integrated leader-managers</li> </ul>	(Synchronous)  Brief presentation/ reporting on the assigned topics  ○ Interactive group discussion	Presentation slides in ppt/ pdf format (to be uploaded in the UPM VLE)  Participation in the class discussion.
9 Oct	Topics on: ○ Selected Leadership Theories ○ Nurse Leader-Manager Competencies ○ Traits of an integrated leader-managers	(Synchronous)  Brief presentation/reporting on the assigned topics  ○ Interactive group discussion	Presentation slides in ppt/ pdf format (to be uploaded in the UPM VLE)  Participation in the class discussion.
16 Oct	<b>READING BREAK</b>		
23 Oct	<b>Midterm Examination</b>	Asynchronous (Take Home Exam)	Submission of examination answers via email to FIC on or before <b>6 Nov 2023</b>
30 Oct	<b>Election Day - No Class</b>		
6 Nov	<b>UNIT II The Management Process</b> 1. Planning <ul style="list-style-type: none"> <li>a. Four Approaches to Planning             <ul style="list-style-type: none"> <li>● Reactive</li> <li>● Inactive</li> <li>● Preactive</li> <li>● Proactive</li> </ul> </li> <li>b. Types of Planning</li> <li>c. Strategic Planning</li> </ul>	(Synchronous)  ○ Brief reporting on the concepts of Planning  ○ Faculty discussion on Strategic Planning followed by a group workshop  ○ Interactive group discussion	Presentation slides in ppt/ pdf format (to be uploaded in the UPM VLE)  Participation in the class discussion.  ○ Class divided into 2 groups for the workshop  ○ Group presentation of a simulated strategic plan



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13 Nov	<b>2. Organizing</b> a. Organizational Structure b. Types of Organizational Structure c. Components <ul style="list-style-type: none"> <li>o Relationship and Chain of Command</li> <li>o Span of Control</li> <li>o Managerial Levels</li> <li>o Centrality</li> </ul> d. Organizational Climate and Organizational Culture e. Leadership Roles and Management Functions Associated with Organizational Structure	(Synchronous)  o Brief presentation on the selected topic  o Interactive group discussion	Presentation slides in ppt/ pdf format (to be uploaded in the UPM VLE)  Participation in the class discussion.
13 Nov	<b>3. Staffing</b> a. Steps in Staffing b. Functions of Staffing c. Types of Staffing d. Different Staffing Model e. PGH/DOH Model of Staffing f. WISN Model	(Synchronous)  o Brief presentation on the selected topic  o Interactive group discussion	Presentation slides in ppt/ pdf format (to be uploaded in the UPM VLE)  Participation in the class discussion.
20 Nov	<b>3. Leading/Directing</b> a. Communication <ul style="list-style-type: none"> <li>• Communication Process</li> <li>• Modalities &amp; Tools for Communication</li> <li>• Principles of Effective Communication</li> <li>• Organizational Communication</li> <li>• Barriers to Effective Communication</li> <li>• Listening Skills</li> </ul> b. Supervision c. Motivation <ul style="list-style-type: none"> <li>• Types of Motivation</li> <li>• Motivational Theories               <ol style="list-style-type: none"> <li>1) Maslow's Hierarchy of Needs</li> <li>2) Herzberg's Two Factor Theory</li> <li>3) Vroom's Expectancy Theory</li> <li>4) McClelland's Three Basic Needs</li> </ol> </li> </ul>	(Synchronous)  o Brief presentation on the selected topic  o Interactive group discussion	Presentation slides in ppt/ pdf format (to be uploaded in the UPM VLE)  Participation in the class discussion.  <b>Submission of Journal Critique #1 on or before 18 November 2021.</b> Journal topic/theme on management process in the nursing service.



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	5) McGregor's Theory X and Theory Y		
28 Nov	d. Delegation <ul style="list-style-type: none"> <li>Criteria for Delegation</li> <li>Strategies for Successful Delegation</li> <li>Common Errors</li> </ul> e. Conflict Management <ul style="list-style-type: none"> <li>Conflict Process</li> <li>Categories of Conflict</li> <li>Conflict Resolution Strategies</li> </ul> f. Time Management	(Asynchronous) <ul style="list-style-type: none"> <li>Study on the assigned topics</li> <li>Answer the Discussion Forum posted in the VLE</li> </ul>	Presentation slides in ppt/ pdf format (to be uploaded in the UPM VLE)  o Discussion forum participation in the UPM VLE
4 Dec	2. Controlling (Overview) <ul style="list-style-type: none"> <li>a. Quality Control</li> <li>b. Nursing Audit</li> <li>c. Quality improvement Models               <ul style="list-style-type: none"> <li>Total Quality Management (TQM)</li> <li>Plan-Do-Check-Act (PDCA)</li> </ul> </li> <li>d. Performance Appraisal</li> </ul>	(Synchronous) <ul style="list-style-type: none"> <li>o Brief presentation on the selected topic</li> <li>o Interactive group discussion</li> </ul>	Presentation slides in ppt/ pdf format (to be uploaded in the UPM VLE)  Participation in the class discussion.
11 Dec	<b>UNIT III</b> <b>Trends and Issues</b> <b>Challenges and Opportunities</b>	(Synchronous) <ul style="list-style-type: none"> <li>o Brief presentation on the selected topic</li> <li>o Interactive group discussion</li> </ul>	Presentation slides in ppt/ pdf format (to be uploaded in the UPM VLE)  Participation in the class discussion.  <b>Submission of Journal Critique #2 on or before 9 December 2023.</b> Journal topic/theme about current trends or issues in nursing administration.
18 Dec	<b>Final Examination</b>	(Asynchronous) (Take home Exam)	Submission of examination answers via email to the Faculty In-Charge.





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19 Dec - 11 Jan 2024	<b>Completion of Requirements</b>	(Asynchronous) Independent study time	<b>Last day of submission of Case Analysis and Final Exam Answer Sheets-- or before 10 Jan 2024</b>
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**COURSE REQUIREMENTS:**

Requirements	Category Percent Distribution	Grade Percent Total
Examinations A. Mid-term B. Final Exam	50% 50%	30%
Case Analysis A. Content <ul style="list-style-type: none"> <li>Executive Summary</li> <li>Introduction (Statement of problem and significance)</li> <li>Background Knowledge (ROL, at least 5 sources)</li> <li>Discussion of Strategies and Expected Outcome (with citations)</li> <li>Conclusion</li> </ul> B. Technical <ul style="list-style-type: none"> <li>Clarity of written presentation and cohesiveness of explanations/discussions</li> <li>Appropriate use of APA format (citations and bibliography)</li> </ul>	15% 15% 20% 30% 10% 5% 5%	20%
Report (Oral and Written) A. Systematic and logical presentation B. Contents are clear, containing accurate essential information C. Use of audio-visual aids that facilitated comprehension D. Mastery of content and concise presentation E. Appropriate citation  Class Participation (synchronous & asynchronous)	20% 25% 15% 15% 5%  20%	25%



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Journal Critique #1 #2	50% 50%	10%
<p><b>Objective:</b> Demonstrate the ability to appreciate and utilize evidence-based articles, make a reflection where concepts, principles or strategies can be applied as required in the given theme.</p> <p><b>Length:</b> No more than 2 pages <b>Format:</b> Single-space, Arial or Calibri 12, A4 <b>Grade Allocation:</b> <b>Elements of the Critique Percentage</b> I. Brief summary of the article. 20% II. Discussion 60%<ul style="list-style-type: none"><li>• Main ideas or points of the article</li><li>• Relevance and application to nursing practice</li><li>• Your agreement/disagreement with statements or points in the article</li></ul> III. Clear and logical presentation, appropriate citation and use of the APA format 20%  Total 100%</p>		
Group Workshop (Strategic Planning)	100%	15%
<b>AGGREGATE TOTAL</b>		<b>100%</b>

**References:**

- Finkelman, Anita. (2012). Leadership and Management for Nurse Core Competencies for Quality Care. (2<sup>nd</sup> Edition). N.J: Pearson Education Inc.
- Huber, Diane (2014), Leadership and Nursing Care Management. 5<sup>TH</sup> Edition. Elsevier Saunders: St. Louis, Missouri.
- Marquis, B. and Huston, C. (2015). Leadership Roles and Management Functions in Nursing Theory and Application. PA: Wolters Kluwer Health.
- Marriner-Tomey, A. (2008). Nursing Management and Leadership. (8<sup>th</sup> Edition). St. Louis: Mosby, Inc.
- Shortell, S.M. and Kaluzny, A.D., Essentials of Health Care Management. New York: Delmar Publishers.
- Swansburg, R.C. and Richard J. Introduction to Management and Leadership for Nurse Managers. (3<sup>rd</sup> Edition). Boston, MA: Jones and Bartlett Publishers.





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**Other References:**

- Bishop, V. Leadership for Nursing and Allied Health Care Professions. (1<sup>st</sup> Edition) McGraw Hill Companies.
- Clark, C., Creative Nursing Leadership and Management. MA: Jones and Bartlett Publishers.
- Kelly, P. (Nursing Leadership and Management. 2<sup>nd</sup> Edition). USA: Thomson.
- Tappan, R. Nursing Leadership and Management: Concepts and Practice. (4<sup>th</sup> Edition). PA: F.A. Davis Company.
- Wigens, L. Expanding Nursing and Health Care Practice. UK: Nelson Thornes, Ltd.
- Yoder-Wise, P. (2006). Beyond Leading and Managing: Nursing Administration for the Future. (1<sup>st</sup> Edition), St. Louis: Mosby, Inc.