



N-181 INTRODUCTION TO NURSING MANAGEMENT AND LEADERSHIP First Semester, AY 2024-2025

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 students with essential leadership and management concepts, theories, and principles needed to effectively perform their professional responsibilities as nurses.

COURSE CREDIT: 3 Units

SCHEDULE: Thursday, 1:00 – 4:00 pm

SETTING: UPCN, UPM VLE, Zoom Meetings (as needed)

FACULTY

1. Asst. Prof. Irma I. Almoneda, iialmoneda@up.edu.ph, (0995) 631-4288
2. Asst. Prof. Jo Leah A. Flores, 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 primarily be delivered face-to-face, in-person sessions. There will be online asynchronous and synchronous activities using the **UP Manila Virtual Learning Environment (UPM VLE)**, as the Learning Management System (LMS), and/or **Zoom Meetings**, as needed. 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](http://sites.google.com/up.edu.ph/upcn-library/home)) or contact the UPCN Library ([https:// www.facebook.com/UPCNLibrary](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	-	25%
Final Examination	-	25%
Group Reports/Activities	-	20%
Concept Paper (Group)	-	20%
Journal Critique (Individual) x 2 & other individual output	-	10%

		100%

Course passing grade is 70%.



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Course Schedule AY 2024-2025

2024	Topic	Responsible Persons - Learning Activities
Aug 22 to Sep 12	No Class Pinning and Candle Lighting Ceremony CN2025 Class Suspension, Patient Safety Congress	
Sep 19	<ul style="list-style-type: none"> ● Overview of Nursing Leadership and Management ● Leveling of Expectations ● Difference Between Leaders and Managers ● Leadership Process ● “How Motivational Leaders Inspire Loyalty and Drive Performance”, Hamirani, Q. 2024/8/26. Forbes.com. https://tinyurl.com/58khs5uv <p>LEADERSHIP</p> <p>A. Leadership Theories</p> <ol style="list-style-type: none"> 1. Great Man/Traits 2. Behavioral 3. Situational/Contingency 4. Interactional <ol style="list-style-type: none"> a. Transactional b. Transformational 5. Contemporary <ol style="list-style-type: none"> a. Quantum Leadership b. Servant Leadership <ul style="list-style-type: none"> ● Personal User Manual 	<p>Faculty</p> <ul style="list-style-type: none"> ● Orientation, Lecture ● Guided reflections on an article (asynchronous) <p>Guest Facilitator – Asst. Prof. Aprille C. Banayat</p> <ul style="list-style-type: none"> ● Teamwork enhancing activity
Sep 26	<p>B. Leadership Styles</p> <p>C. Leadership Skills</p> <ol style="list-style-type: none"> 1. Interpersonal Skills 2. Motivation 3. Communication 4. Team Building <p>D. Qualities/Behaviors of an Effective Leader</p> <p>E. Leadership Strategies</p> <ol style="list-style-type: none"> 1. Power 2. Advocacy 3. Empowerment <ul style="list-style-type: none"> ● “Caitlin Clark Keeps Repeating the Same Word Over and Over...”, Bariso, J. 2024/09/01. Inc.com. https://tinyurl.com/3udn6f2s 	<p>Faculty</p> <ul style="list-style-type: none"> ● Lecture, Discussion ● Feature Article Reflections



<p>Oct 3</p>	<p>MANAGEMENT</p> <ul style="list-style-type: none"> A. Definition B. Management Theories <ul style="list-style-type: none"> 1. Classical Management Theories 2. Contemporary Management Theories <ul style="list-style-type: none"> a. Contingency b. Systems c. Complexity d. Chaos C. Qualities and Behaviors of an Effective Nurse Manager D. Roles of Nurse Managers across various settings E. Requisites for Successful Leadership and Management <ul style="list-style-type: none"> 1. Problem Solving 2. Critical Thinking and Decision-making <ul style="list-style-type: none"> a. Decision Outcomes b. Decision Making Situations c. Administrative and Organizational Decision Making d. Decision Making Tools and Strategies Used to Solve Problems 	<p>Group 1 Reporting, discussion, assessment activity</p>
<p>Oct 3</p>	<ul style="list-style-type: none"> F. Legal and Ethical Considerations <ul style="list-style-type: none"> 1. The Law 2. Legal Basis for Nursing Practice 3. Leadership and Management Implications of Legal Issues 4. Types of Ethical Issues 5. Ethical Reasoning and Decision-Making 6. Leadership and Management Implications in Ethics 	<p>Group 2 Reporting, discussion, assessment activity</p>
<p>Oct 10</p>	<ul style="list-style-type: none"> G. Functions of Management (Management Process) <ul style="list-style-type: none"> 1. Planning <ul style="list-style-type: none"> a. Definition b. Nursing service philosophy, vision, mission, core values, goals and objectives c. Types of Plans <ul style="list-style-type: none"> ● Strategic ● Operational ● Tactical ● Contingency d. Time and Stress Management 	<p>Group 3 Reporting, discussion, assessment activity</p>



	<ul style="list-style-type: none"> e. TQM, Quality Assurance, Nursing Audit, Continuous Quality Improvement f. Performance Appraisal/Evaluation g. Discipline of Personnel h. Grievance Procedures 	
Nov 21	Quality Assurance – Risk Management and Policy Development	Guest Lecturer – Asst. Prof. Ivan D. Soberano
Nov 28	Supervision in the Community	Guest Lecturer
Dec 5	Other Issues/Trends <ul style="list-style-type: none"> A. Disaster Preparedness (including CoVID-19 & emerging infections) B. Technology Advancement (Data Management, Medical/Health Informatics, robotics, AI in Healthcare, etc.) C. Universal Health D. Patient Safety E. Nursing Shortage (skills mix, recruitment and retention, etc.) F. Migration of Nurse (home & recipient country concerns/challenges) G. Education and Training of Nurses (specialization, etc.) 	Group 8 (A-D) Reporting, discussion, assessment activity Group 9 (E-G) Reporting, discussion, assessment activity
Dec 12	FINAL EXAMINATION	F2F Seminar Room (214-215)



References:

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

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

Kelly, P. (2012). *Nursing Leadership & Management*. (3rd 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.
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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.
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Mensik, J., & Sigma Theta Tau International. (2017). *The Nurse Manager's Guide to Innovative Staffing, Second Edition: Vol. Second edition*. Sigma Theta Tau International.
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Rosa, W, M. R. A.-B. A. F. C. C. (2016). *Nurses As Leaders: Evolutionary Visions of Leadership*. Springer Publishing Company.
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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*. (6th Edition). Philadelphia: FA Davis Co.



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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 10 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: December 16, 2024



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Guidelines for Journal Reading Critique

Purpose: This activity will provide students the opportunity to 1) appreciate evidence-based 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:

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

Submission deadlines: on or before October 24, 2024 for journal #1 and December 12, 2024 for journal #2.