**An-Najah National University**

**Faculty of Medicine and Health Sciences**

**Nursing and Midwifery Department**

**Community Division**

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| --- | --- |
| **Course Number** | 7402405 |
| **Course Title** | **Administration & Management in Nursing**  (Compulsory course) |
| **Course Credit** | 3 credit hours |
| **Course Coordinator** | Miss Samah Ishtieh |

# A- Basic Information

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| --- | --- |
| **Course title and number** | **Administration & Management in Nursing**  7402405 **/** 150451 / theory |
| **Instructor name** | Samah AbduLateif Ishtieh |
| **Contact information** | Email: s.ishtieh@najah.edu, samah9797@yahoo.com  office location: New campus at building 17 |
| **Semester and academic year/ hours** | First semester / Level: 4th Year ; 3 credit hours |
| **No. Of hours** | 3-hours / week - total hours 48 / semester |
| **Authorization date of course specification:** | 2012-2013 |
| **Compulsory / Elective** | Compulsory course |
| **Prerequisites** | **Critical Care Nursing (**7401301)  **Children & Adolescent Health Nursing (**7403301) |
| **Time of sessions :** |  |
| **Lecture Hall:** |  |
| **Textbook and References**  **(Online Resources)** | 1. Clark, C. (2009). Creative Nursing Leadership and Management.USA. 2. Ellis, J. and Hartley, C. (2005). 4th edition. Management and coordinating nursing care. Lippincott Williams Wilkins. 3. Essentials of Nursing Leadership and Management. Copyright © 2001 by F. A. Davis Company. RUTH M. TAPPEN, SALLY A. WEISS, DIANE K. WHITEHEAD. Printed in the United States of America. Philadelphia. |

**B- Professional Information**

* **Course description:**

This course provides students with knowledge of management and leadership principles, theories and related functions needed and utilized by the nurse leader in order to organize effective client care in various health care clinical settings. This course aims at sharpening student skills in managing personnel and programs as well as integrating knowledge and skills gained in other modules during the student studying in the university, and help students to start new programs and innovative approaches to planning, implementing and evaluating programs and projects at student's community related work settings and sites. The course introduces the concept of health economics, health systems financing and cost effectiveness of services, while emphasizing the maintenance of the effectiveness of care to demonstrate social responsibility.

# Course Objectives

# Intended learning Outcomes and Competences:

# *Course Aim:* At the end of this course, the fourth year student should be able to: Conceptualize and apply the manger & leader role related to patients, units and personnel management to run nursing departments and units and prepare them for internship course.

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**Intended learning Outcomes of Course (ILOs)**

1. **Knowledge and Understanding:**

At the end of this course students should be able to;

A.1. Define leadership and management.

A.2. Describe leadership roles and management functions in time management.

A.3. Identify various types of organizational structure and their mission and

philosophy.

A.4. Recognize the different organizational designs for structuring nursing service,

and the impact of each on the delivery of nursing care.

A.5. Discuss the manager / leader role related to patients, units and personnel.

A.6. Discuss various nursing care delivery systems used in providing nursing

care in various health care settings.

A.7. Discuss factors that need to be considered when delegating responsibility and

communicating assignment to nurses.

A.8. Discuss the conflict phenomena and varies conflict resolution techniques that are

applicable by the nurse manager.

A.9. List the problem solving process. Identify using innovative approaches to

problem solving.

A.10. List the process of decision making.

A.11. List the different stages of change.

A.12. Explain the components of supervision process.

A.13. Describe the common errors that could be found in performance appraisal.

A.14. Identify what is type of budget

1. **Intellectual skills**

At the end of this course students should be able to;

B.1. Utilize leadership / management skills in the delivery of caring, competent, legal and ethical nursing care to individuals and groups in a variety of settings.

B.2. Compare and contrast management, organizational and leadership theories.

B.3. Differentiate between management and leadership

B.4. Use critical thinking, decision making theories, and domains of practice in the management of nursing situations.

B.5. Analyze the unit need of supplies and equipment.

B.6. Classifying among different types of decision making.

B.7. Compare among different methods of performance appraisal.

1. **Professional and practical skills**

At the end of this course students should be able to;

C.1. Investigate ways to assimilate the role of health system's leadership in existing health care delivery systems.

C.2. Demonstrate patients’ assessment process to determine patient acuity and patient needs.

C.3. Use concepts of effective communication to manage a variety of nursing situations.

C.4. Apply the different methods of assignment.

C.5. Apply leadership theories to professional nursing practice

C.6. Demonstrate the head nurse role, supervisor, matron and leader through clinical

practice.

C.7. Apply principles of delegation to achieve the work.

C.8. Discover the problems that could be found in student's clinical areas and develop strategies to solve these problems.

C.9. Demonstrate how can manage stress.

1. **General and transferable skills**

At the end of this course students should be able to;

D.1.Stimulate the critical and analytical thinking processes, and utilizes the gained knowledge to face ambiguous situations during the clinical experience.

D.2. Develop time table plan for her\his work during the day.

D.3. Prepare the different forms of requisition to be used in the clinical area.

D.4. Follow the universal precautions for infection control in the ward.

D.5. Work in a group dynamic.

D.6. Collaborate with interdisciplinary team members to create change and attain goals. (Create change and attain goals of ………….. with interdisciplinary team

members).

D.7. Independently learning for job marketing

* **Teaching and Learning Strategy / Method:**

As instructors for this course, I will utilize different teaching / learning Methods. It will be mix of lectures, discussions, case analysis, presentations, homework, handouts and other printed materials.

Student's participation and readings of assignments are basic requirements to enable students understand and comprehend the material to be presented in the classroom. Copies of handouts and articles may be circulated during the lecture, other references and reading materials will be given if needed. Accordingly, discussion handouts and audio-visual materials and articles will be used.

***\* Audio-visual Aids***

* LCD and Computer Power Point Program
* White Board
* Overhead Projector
* Transparencies for overhead projector
* **Course Rules:**

**Attendance**

Attendance at all class sessions is expected. Students missing a class session are expected to contact the teacher and are responsible for all information presented. Only in case of emergency, the participant can be excused from attendance. Chronic tardiness and absenteeism are viewed as unprofessional behavior. Absences in excess of two may result in a reduction of one letter grade for the overall course grade. If a pattern of absenteeism or tardiness occurs, individual conferences will be held to discuss progression in the course.

**Missing an Exam**

In the event of exceptional circumstances that make it impossible for a student to be present for a scheduled test, it is the responsibility of the student to notify the teacher prior to exam time. Makeup exams must be scheduled within one week of the original scheduled exam. Alternate forms of the examination may be utilized in the make-up exam.

**Course Requirement and Evaluation:**

Some assignments will be performed in order to gain a concrete understanding of the major topics. Students should expect to have a quiz each lecture.

**LATE OR MISSED WORK**

All written assignments are due the beginning of the class and must be submitted as hard copies. Up to 5 points will be deducted for each day that a written assignment is submitted past the due date, including holidays and weekends. Up to 10 points will be deducted for papers that do not comply with the page requirements.

**Student's Grades will be based on the following:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Number** | **Item** | **Grade** | **The Assessment methods** | **Date of Accomplishment** |
| **1** | First Exam | 20% | *Written exam* |  |
| **2** | Second Exam | 20% | *Written exam* |  |
| **3** | Homework and quizzes, presentation, individual assignment | 10% | *Provide paper Short Written Assignments & Rubric* |  |
| **4** | Student Portfolio and group assignment and participation | 10% | *Rubric and provide paper* |  |
| **5** | Final Exam | 40% | *Written exam* |  |
|  | ***Total Grade*** | ***100 %*** |  |  |

**Tentative Course / Class Schedule:**

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| --- | --- | --- |
| **Time\ Hour** | **Subject** | **Day** |
| 1 hr | \* Orientation and Introduction to Course \* Course Outline Distribution \* Explanation of Assignments | **First Week Sunday /8/2013** |
| 2 hrs | **I. Effective Leadership and Management**  **Framework for Leadership and Management**  \* Management Concept \* Evolution **\*** Leadership \* Theories of Leadership & Management | **Monday**  **/8/2013** |
| 3 hrs | **II. Developing Leadership Behavior and Management Skill: Operational Management** \* Planning - Planning Hierarchy - Strategic Planning - Planning Models \* Organizing - Organizational Structure \* Directing \* Controlling | **Second Week**  **Sunday /8/2013**  **&**  **Monday**  **/8/2013**  **Third Week**  **Sunday**  **/9/2013** |
| 1 hr | **III.** **Understanding and Working in Organization** | **Monday**  **/9/2013** |
| 2 hrs | **IV. Key Skills in Nursing Management**   1. Time Management 2. Delegation 3. Communication 4. Group Dynamics | **Fourth Week**  **Sunday /9/2013**  **Monday /9/2013** |
| 3 hrs  3hrs | **V. Organizations, Power, and Empowerment**  1. Dealing with Problems and Conflicts and How can Managing Conflict: Conflict Resolution & Management  2. Decision Making  3. Negotiation | **Fifth Week Sunday /9/2013**  **Monday**  **/9/2013**  **Sixth Week**  **Sunday /10/2013**  **Monday**  **/10/2013** |
| 1 hr  2 hrs | First Exam  \* The Change Process & Planned Change | **Seventh Week Sunday /10/2013**  **Monday /10/2013** |
| 3 hrs | \* Motivating and Building  \* Work-Related Stress and Burnout  - Job Stress Management | **Eighth Week**  **Sunday /10/2013**  **Monday /10/2013** |
| 1 hr  2 hrs | \* The Workplace (safety and health)  \* Nursing Practice and the Law:  - Values and Ethics | **Ninth Week**  **Sunday /10/2013**  **Monday /10/2013** |
| 3 hrs  1 hr | \* Managing Resources Responsibly (Budgeting and Managing Resources)  Enhancing Resource Management  **1**) **Budgeting& Resource Allocation** \* Budget \*CostContainment  \* Productivity  **2) Enhancing human Resource Management**  \* Interviewing  \* Recruitment / Selection / Retaining | **Tenth Week**  **Sunday /10/2013**  **Monday /10/2013** |
| 2 hrs  1 hr  1 hr | \* Giving and Receiving Feedback (performance appraisals):  - Performance appraisals  - Staff Development Activities  - Job Description  - Orientation  - Staffing & Scheduling | **Eleventh Week**  **Sunday /11/2013**  **Monday /11/2013** |
| 3 hrs | **\* Effective Teaching & Learning** **Strategies for Adults**  1) Effective Teaching Strategies    2)Mandatory Continuing Education | **Twelfth Week**  **Sunday /11/2013**  **Monday /11/2013** |
| 3 hrs | 3) Accreditation / Competency / Certification  4) Curriculum Building  \* Curriculum Concepts  \* Curriculum Planning & design  \* Curriculum Evaluation | **Thirteenth Week**  **Sunday /11/2013**  **Monday /11/2013** |
| 3 hrs | **Second Exam**  **Employee Separation Workforce Reduction & Retirement**  - Labor Relations | **Thirteenth Week Sunday /11/2013**  **Monday /11/2013** |
| 3 hrs | **Disaster Planning**  \* Disaster Concepts  \* Disaster Preparedness  \* Event Response  \* Triage | **Fourteenth Week Sunday /11/2013**  **Monday /11/2013** |
| 3 hrs | **- Quality Concepts**  **- Case Management**  **- Management by Objectives** | **Fifteenth Week Sunday /12/2013**  **Monday /12/2013** |
| 3 hrs | * **Discussions and Revision** * **Presentations of Group Assignments** * **Course Feedback & Evaluation** | **Sixteenth Week Sunday / 12/2013**  **Monday /12/2013** |
| **2 hour**    **Total > 48 hours** | **Final Exam** | **Sunday**  **\12\2013** |

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| Tool | Purpose | ILOs |
| Lectures (PBL) | To explain the theoretical knowledge for each topics and join or link the theoretical part with practical part. | A, 1--13,B,C,D, |
| Small Group and classroom Discussions. Brain Storming and Critical Thinking  Role Play / Case Study | To answer the questions of students and evaluate their notebooks & their knowledge. | A & b |
| Group Assignments and Readings.  Student's Scholarly Presentations ( Seminars ) | To teach the students how to examine the references and periodicals | B & C |
| Practice in the clinical area | To explain the practical knowledge for each topic. Also tojoin or link the theoretical part with practical part through applying it. | C and d |

**Recommended References (supplementary materials):**

* + 1. Sullivan, E.J. and Decker, P.J. (2005): Effective leadership and Management in Nursing. 6th ed, California: Addison Wesley Co.
    2. Marquis B.L. and Huston C. J. (2006): Leadership roles and management functions in nursing; theory and application. 5th ed. Philadelphia: Lippincott Co.
    3. Mathis R. and Jackson J. (2003): Human Resources Management. 10th ed. USA: Melissa Acuna Publisher.
    4. Rees, D. and Porter, c. (2001): Skills of management, 5th ed. Thomson Learning, Australia.
    5. Reviews and articles from international journals on the web site.
    6. Internet resources.

**Assignments:**

Each student is supposed to accomplish two assignments: one individual assignment and the other is group assignment throughout the course to enrich the gained theoretical knowledge during the learning sessions. The student should read his/her lecture carefully and review literature about the area of concern. The student should follow the instructions of his/her instructor, and seek advice when needed. The student should submit the assignment according to the scheduled and appointed deadline to instructors of this course and no assignment will be received after that date without accepted rational. Assignments must be typed, well organized and revised for spelling, grammar and editing. The assignment should be submitted both soft ware and hardware, typed and any hand written one will not be accepted. It is not necessary how many pages the assignment should be, but it should be comprehensive and include all the related information that is needed.

**Assignment (1): Individual Assignment**

This Assignment is about Change Process. The student should diagnoses an area in his training setting then the student should plan to change it to a new desire one according to his/her gained knowledge. The student will be provided by a guideline to follow it during preparing this assignment. By completing this assignment the student will be able to:

1. Utilize the management process by planning, organizing, directing and controlling the change.

2. Enhance their critical and analytical thinking.

3. Analyze clinical situations and diagnose areas that need change to facilitate work or to improve production.

4. Demonstrate various managerial skills (planning, leading, motivating, problem solving and decision making).

5. Improve writing and reading skills.

**Assignment (2): Group Assignment**

The assignment is about a selected topic, which related to management or leadership. The assignment aims to reinforce the group dynamic process through interacting of group members with each other during preparing and presenting the project. Students should be divided into groups of three to four members according to the total numbers of the class. Each group should select one topic from a list of topics prepared by the instructor. Group members should choose a leader who will distribute the work load to all group members. The group is to follow a proposed guideline prepared by the instructor and seek advice as needed. This assignment should be presented according to proposed schedule by completing the assignment; the student will be able to:

1. Collaborate and interact with each other in teamwork.

2. Highlight managerial issues that have not been discussed during lectures.

3. Make use of available resources to accomplish the desired project.

4. Utilize managerial skills and apply gained knowledge in clinical settings.

5. Improve writing skills and critical thinking skills

**Individual Assignment Guideline:**

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| --- | --- | --- | --- |
| **No.** | **Item** | **Grade** | **Student mark** |
| **1.** | **Title / Cover Page:** An-Najah University / Faculty of Nursing Administration & Management in Nursing Assignment Nr. (1) : Planned Change About ------- Instructor : ------ Prepared By : -------- Date : ---------- | **5%** |  |
| **2.** | **Content Outline** | **5%** |  |
| **3.** | **Introduction** \* Introduce yourself and your topic of interest \* Why do you select this topic \* The significance of the topic | **10%** |  |
| **4.** | **Force Field Analysis** \* Actual Situation \* Desired Situation \* The Problem \* The Helping (Moving) Forces \* The Hindering ( Restraining ) Forces | **10%** |  |
| **5.** | **Planning** \* Involved Personnel \* The Available Resources \* The Short and Long Term Goals \* Time Frame for the Project | **15%** |  |
| **6.** | **Implementation** \* Direction \* Supervision \* Motivation \* Problem Arises \* Overcoming these Problems | **15%** |  |
| **7.** | **Evaluation** \* Goal Achievement \* Tool of Evaluation \* Cost and Benefit Analysis of the Project | **15%** |  |
| **8.** | **Conclusion** | **5%** |  |
| **9.** | **Work Experience** | **5%** |  |
| **10.** | **Recommendations** | **5%** |  |
| **11.** | **References** | **5%** |  |
| **12.** | **Organizing and Typing** | **5%** |  |
|  | ***Total Marks*** | ***100%*** |  |

**Comments:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Group Assignment Guideline :**

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| **Nr** | **Item** | **Grade** | **Student mark** |
| **1.** | **Title / Cover Page: An-Najah University / Faculty of Nursing Administration & Management in Nursing Assignment Nr. (2) : About ------- Instructor : ------ Prepared By : -------- Date : ----------** | **5%** |  |
| **2.** | **Content Outline** | **5%** |  |
| **3.** | **Objectives** | **5%** |  |
| **4.** | **Introduction** \* Introduce yourself and your group \* Introduce your topic of interest \* The Importance of the Topic to Nursing \* The Importance of the Topic to the Organization | **10%** |  |
| **5.** | **The Body of the Paper** \*Definition of Terms \* Literature Review about the Topic \* Your Comments and Suggestions \* Implication into Nursing Practice and Education | **30%** |  |
| **6.** | **Conclusion** | **10%** |  |
| **7.** | **Group Work Experience** | **10%** |  |
| **8.** | **Recommendations** | **10%** |  |
| **11.** | **References** | **5%** |  |
| **12.** | **Organizing and Typing** | **10%** |  |
|  | ***Total Marks*** | ***100%*** |  |

**Comments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**