The Hashemite University

Faculty of Nursing
(FON)

Course Syllabus

Course Name

Nursing Leadership and Management / Theory

Course Number

110701451

FACULTY OF NURSING (FON)

COURSE SYLLABUS

DEPARTMENT:

[Second 2022-2023]

The Mission of The Hashemite University

The Hashemite University as a youthful and prominent higher education institution is committed to actively participate in achieving the goals of the comprehensive national development through preparing loyal men and women who are not only technically competent in their professional fields, but also life-long learners who have a breadth vision, loyalty to their nation, and a sense of civic and moral responsibility and a devotion to the fundamental values of human life.

The Vision of The Faculty of Nursing

The Faculty of Nursing will be a benchmark in nursing education and research at the national and international levels. Our graduates will be creative, skillful, caring, knowledgeable nurses who will lead for excellence in health care and health promotion of individuals, families and communities in collaboration with other health disciplines.

The Mission of The Faculty of Nursing

To offer a quality undergraduate program in nursing that prepare life-long competent, skillful, and adaptive leaders to develop, disseminate, and perform latest evidence- based quality nursing knowledge in promoting and protecting the health and well-being of all individuals, families and communities, improving nursing profession and developing health care system.

Core Values of The Faculty of Nursing

Our values are derived from the Islamic Arabic heritage and the nursing profession which include:
Respect, Integrity, Professionalism, Caring, Excellence, Leadership Discipline.

Approved by The Faculty Board on June 6th, 2021
Reviewed and updated 10-7-2023

1	**Course Title**	**Nursing Leadership and Management / Theory**
2	**Course Number**	110701451
3	**Credit Hours** (theory, practical)	3
	Contact Hours (theory, practical)	3
4.	**Time / Class Room**	Section #1: 10:00-11:30/ Nursing 219 Section #2: 11:30-01:00/ Nursing 219 Section #3: 10:00-11:30/Nursing 203 Section #4: 11:30-01:00/ Nursing 202
5.	**Prerequisites**/co-requisites	Community Health Nursing and Mental Health Nursing
6.	**Program Title**	Bachelor Degree in Nursing
7.	**Awarding Institution**	The Hashemite University
8.	**School**	Faculty of Nursing
9.	**Department**	Mental and Community Health Nursing
10.	**Level of Course**	Fourth year
11.	**Other department(s) involved in teaching the course**	None
12.	**Language of Instruction**	English
13.	**Learning (teaching) Methods**	☒Face to face ☐Blended (Face to face + Online learning) ☐Full online learning
14.	**If the course blended or full online; Forms (models) of Learning** (See Teaching Methods)	☐ 2+1: 2 Synchronous and 1 Asynchronous ☐ 1+2: 1 Synchronous and 2 Asynchronous ☐1+1: 1 Synchronous and 1 Asynchronous
15.	**Electronic Platform(s)**	☒Moodle ☒Microsoft Teams ☐Skype ☐Zoom ☐Others……
16.	**Date of production/revision**	2021-2022

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17. Course Description

Emphasis of this course are placed on the application of organizational theories and management models essential for the leadership roles and management. This course provides students with the theoretical knowledge base, which will prepare them to act as a leaders and managers, as well as promotes students' ability to make appropriate decisions and manage care related to patients' needs. Topics covered in this course include: leadership and management principles and styles; designing organizations including healthcare delivery systems, delivery of nursing care models, professional practice environment, organizational structure, and case management; skills of nursing leadership and management: communication, power, decision-making and problem-solving, motivation, planned change, conflict management, effective delegation, time management, stress management, and team building and group dynamics; managing resources focusing on human resources management; staffing and scheduling; budgeting; quality control, and information management; Finally, the ethical and legal roles of nurse managers.

18. Course general Objective and Outcomes:

A- General objective:

The objective of this course is to provide students with the theoretical knowledge base, which will prepare them to act as a leaders and managers, as well as promotes students' ability to make appropriate decisions and manage care related to patients' needs.

B- Student Learning Outcomes (SLOs): Upon successful completion of this course, students will be able to…

Student Learning Outcomes (SLO's)	
SLO 1: Utilize the nursing process to promote health, prevent diseases and provide holistic care of diverse individuals, families, and populations in various health care settings.	
Specific Course Objectives	• **Understand** various nursing theories while providing nursing care for patients and communities • **Understand** the socio-cultural background of patients, and policies that control the Jordanian society in general and health care organizations in particular • **Gain** knowledge of nursing science and other disciplines to promote, maintain health, prevent illness, and provide care for the patients • **Gain** knowledge about various ways needed to enhance patient's restoration of their health, ability to provide self-care and perform daily living activities; self-care would reflect positively on patient's self-esteem • **Develop** strategies for caring in partnerships with patients with a great focus on: promotion, prevention, rehabilitation, restoration, and support • **Provide** nursing care for clients of any age in humanistic and holistic ways and in variety of health care settings
Relevant AACN Domains	**Domain 1:** Knowledge for Nursing Practice **Domain 2**: Person-Centered Care **Domain 3:** Population Health **Domain 5:** Quality & Safety **Domain 9:** Professionalism
Relevant JNC Standard & Core-Competencies	**1. Performance:** Professional Practice, Holistic Care **2. Knowledge:**

	Evidence-Based Knowledge, Critical Thinking
JNC Program Outcome Competencies	1. Safe and effective care environment 35% 2. Health Promotion\prevention and maintenance 15% 3. Physiological Integrity 35% 4. Psychosocial Integrity 10% 5. Global health and health economics 5%
Evaluation Methods	• Case Presentation \ Seminar • Clinical Performance • Focused Care Plan • Final Written exam • Final Clinical exam • Written Assignment • Final exam • In-course exam (First, Second, Mid)
SLO 2: Demonstrate competency and safety in providing professional, ethical and evidence based nursing care to individuals, families and populations across life span and health continuum.	
Specific Course Objectives	• **Understand** ethical and legal principles in healthcare settings to promote employers' satisfaction. • **Understand** the ethical and legal roles of nurse managers • **Demonstrate** nursing care in accordance with nursing standards and code of ethics • **Reflect** nursing care in accordance with principles of contemporary leadership and management • **Recognize** ethical dilemmas and take appropriate action
Relevant AACN Domains	**Domain 1:** Knowledge for Nursing Practice **Domain 2**: Person-Centered Care **Domain 3:** Population Health **Domain 4:** Scholarship for Nursing Discipline **Domain 5:** Quality & Safety **Domain 9:** Professionalism
Relevant JNC Standard & Core-Competencies	**1. Performance:** Professional practice, Ethics, Accountability, Safety **2. Knowledge:** Evidence-Based Knowledge, Critical Thinking
JNC Program Outcome competencies	1. Safe and effective care environment 35% 2. Health Promotion\prevention and maintenance 15% 3. Physiological Integrity 35% 4. Psychosocial Integrity 10% 5. Global health and health economics 5%
Evaluation Methods	• Case Presentation \ Seminar • Clinical Performance • Focused Care Plan

	• Final Written exam • Final Clinical exam • Written Assignment • Final exam • In-course exam (First, Second, Mid)
SLO 3: Demonstrate critical thinking and problem-solving skills in clinical decision making, planning, implementing and evaluating evidence based nursing practice.	
Specific Course Objectives	• **Understand** leadership and management theories, concepts, and principles to solve arguments regarding leadership and management issues • **Understand** client care delivery systems and their influences on leadership and management; • **Identify** various practice issues and relate them to the principles of contemporary leadership and management; • **Identify** areas of practice/actions that can be modified; • **Identify** how nursing profession could be raised to the level of other professions in the Jordanian society as well as to those at other countries • **Develop** critical and systematic thinking in the provision of nursing care and in the performance of professional roles • **Analyze** how nurses and in turn leaders and managers could influence the development of the nursing profession
Relevant AACN Domains	**Domain 1:** Knowledge for Nursing Practice **Domain 2:** Person-Centered Care **Domain 4:** Scholarship for Nursing Discipline **Domain 5:** Quality and Safety
Relevant JNC Standard & Core-Competencies	**1. Performance** **2. Knowledge:** Evidence-Based Knowledge, Critical Thinking
JNC Program Outcome Competencies	1. Safe and effective care environment 35% 3. Physiological Integrity 35% 4. Psychosocial Integrity 10%
Evaluation Methods	• Case Presentation \ Seminar • Clinical Performance • Focused Care Plan • Final Written exam • Final Clinical exam • Written Assignment • Final exam • In-course exam (First, Second, Mid)
SLO 4: Apply leadership principles, management skills and quality improvement techniques within the scope of professional practice to ensure quality client-centered care.	

Specific Course Objectives	• **Understand** the concepts, theories, and principles of nursing leadership and management • **Gain** skills related to team and team building, group dynamics, problem solving, and decision making (note: assignments can be done as groups) • **Identify** issues of nursing profession in Jordan such as turnover, absenteeism and workplace violence, identify their causes, and propose practical solutions • **Understand** various issues of Nursing as a profession • **Understand** the structure of various health care systems, use of resources, types of communication, and methods of healthcare delivery models • **Understand** the roles of nurses, effective leaders, and managers • **Develop** leadership and management skills • **Gain insight** about updated developments in nursing leadership and management
Relevant AACN Domains	**Domain 1:** Knowledge for Nursing Practice **Domain 6:** Interprofessional Partnerships **Domain 7:** Systems-Based Practice **Domain 9:** Professionalism **Domain 10:** Personal, Professional, and Leadership Development
Relevant JNC Standard & Core-Competencies	**5. Leadership and Management:** Leadership and Management **1.Performance** **2. Knowledge**
JNC Program Outcome Competencies	1. Safe and effective care environment 35% 3. Physiological Integrity 35% 4. Psychosocial Integrity 10%
Evaluation Methods	• Case Presentation \Seminar • Clinical Performance • Focused Care Plan • Final Written exam • Final Clinical exam • Written Assignment • Final exam • In-course exam (First, Second, Mid)
SLO 5: Collaborate professionally with individuals, families, communities, and members of the multi-disciplinary healthcare team to promote health.	
Specific Course Objectives	• **Gain information** about the tips of effective interviews and writing curriculum vitae • **Develop** leadership and management skills to facilitate communication with clients, families, and health care team

	• **Apply** the processes of critical thinking, problem solving, and decision making • **Involve** the clients and their families in problem solving and decision-making processes
Relevant AACN Domains	**Domain 1:** Knowledge for Nursing Practice **Domain 6:** Interprofessional Partnerships **Domain 9:** Professionalism
Relevant JNC Standard & Core-Competencies	**3. Relationship:** Communication, Therapeutic relationship, Collaboration, Coordination **1. Performance** **2. Knowledge**
JNC Program Outcome competencies	1. Safe and effective care environment 35% 2. Health Promotion\prevention and maintenance 15%
Evaluation Methods	• Case Presentation \Seminar • Clinical Performance • Focused Care Plan • Final Written exam • Final Clinical exam • Written Assignment • Final exam • In-course exam (First, Second, Mid)
SLO 6: Utilize appropriate, cost-effective resources and use information and health care technologies in a variety of health care settings.	
Specific Course Objectives	• **Understand** client care delivery systems and their influences on leadership and management; • **Understand** the concepts of information management in clinical settings. • **Recognize** standardized language in nursing • **Identify** different support systems in health informatics. • **Value** the importance of health informatics in facilitating manager work. • **Recognize** healthcare organization needs in the plan of safe care utilizing cost effective resources.
Relevant AACN Domains	**Domain 1:** Knowledge for Nursing Practice **Domain 7:** Systems-Based Practice **Domain 8:** Informatics and Healthcare Technologies **Domain 10:** Personal, Professional, and Leadership Development
Relevant JNC Standard & Core-Competencies	**6. Resource Utilization:** Evaluate safety, effectiveness, availability and cost benefits, Allocation of resources, Manage human, equipment and technologies resources **1. Performance** **2. Knowledge**

	3. Relationship **4. Leadership and Management**
JNC Program Outcome competencies	1. Safe and effective care environment 35% 3. Physiological Integrity 35% 4. Psychosocial Integrity 10% 5. Global health and health economics 5%
Evaluation Methods	• Case Presentation \Seminar • Clinical Performance • Focused Care Plan • Final Written exam • Final Clinical exam • Written Assignment • Final exam • In-course exam (First, Second, Mid)
SLO7: Demonstrate ability for professional growth, self-development and performance improvement. .	
Specific Course Objectives	• **Identify** how nursing profession could be raised to the level of other professions in the Jordanian society as well as to those at other countries • **Understand** various issues of Nursing as a profession • **Analyze** how nurses and in turn leaders and managers could influence the development of the nursing profession
Relevant AACN Domains	**Domain 1:** Knowledge for Nursing Practice **Domain 9:** Professionalism
Relevant JNC Standard & Core-Competencies	**4. Professional Development:** Promotes quality improvement program, Professional development, Continuing competence **1. Performance** **2. Knowledge**
JNC Program Outcome competencies	1. Safe and effective care environment 35% 3. Physiological Integrity 35% 4. Psychosocial Integrity 10%
Evaluation Methods	• Case Presentation \Seminar • Clinical Performance • Focused Care Plan • Final Written exam • Final Clinical exam • Written Assignment • Final exam • In-course exam (First, Second, Mid)

19. Teaching Methods and Assignments:

Teaching Methodologies: The following approaches that are guided by *Adult Learning Theory* will be used to achieve course objectives and related to the SLOs:	
Instructional Methods	**Learning Activities (Examples)**
• Indirect Instruction	• Evidence-based articles • Case Study-based method • Activities and tasks such as watching educational videos • Literature searches and reviews
• Interactive Instruction	• Interactive lectures that integrates group work, classroom discussions, presentation, brainstorming, and guided discussion to promote individual competencies in **critical thinking**, **problem solving** and **clinical judgment**. • E-learning using Moodle
• Independent Study	• Self-directed literature review and group-based written assignment

20. Evaluation Methods and Course Requirements:

Evaluation Methods	
Exams	**Assigned Points**
First Exam (Wednesday 05/04/2023)	30%
Second Exam	30%
Final Exam	40%
Total	**100%**

21. Textbooks and Study Resources

Required Text Book	
Title	*Leadership roles and management functions in nursing: Theory and application* (9th ed.).
Author(s)	Marquis, B.L., & Huston, C.J. (2017)
Publisher	Philadelphia: Lippincott.
Year	2017
Edition	9th ed.

	Title	*Effective leadership and management in nursing* (9th ed.).
	Author(s)	Sullivan, E.J. (2018).
	Publisher	Pearson Education Inc.

	Year	2018
	Edition	9th ed.

Other Study Resources:

Evidence-Based Articles

Lehna, C., & Carver, E. (2013). Teachable moments for burn injury prevention. *Burns*. doi: 10.1016/j.burns.2013.08.037

Moi, A. L., & Gjengedal, E. (2014). The lived experience of relationships after major burn injury. *Journal of Clinical Nursing*. doi: 10.1111/jocn.12514

Sandsmark, D. K., & Sheth, K. N. (2014). Management of increased intracranial pressure. *Current Treatment Options in Neurology, 16*(2), 272. doi: 10.1007/s11940-013-0272-3

Sayed-Hassan, R., Bashour, H., & Koudsi, A. (2013). Osteoporosis knowledge and attitudes: a cross-sectional study among female nursing school students in Damascus. *Archives of osteoporosis, 8*(1-2), 149. doi: 10.1007/s11657-013-0149-9

Zyga, S., Sarafis, P., Stathoulis, J., Kolovos, P., & Theophilopoulos, D. (2009). Acute renal failure: methods of treatment in the intensive care unit. *Journal of renal care, 35*(2), 60-66. doi: 10.1111/j.1755-6686.2009.00084.x

Available university services that support achievement in the course:

1. Computers with internet access
2. E-library and electronic resources
3. Library resources
4. Audiovisual aid and well equipped teaching halls

22. Grading Scale

Grading Scale

Note. In-course assessment mark is provided in two decimal points and the final exam marks in one decimal.

Letter Grade	Numeric Value	Range	Description
A+	4.00	> 88.0%	Exceptional performance
A	3.75	84.0 – 87.9	
A-	3.50	80.0 - 83.9	
B+	3.25	76.0 - 79.9	Very good performance
B	3.00	73.0 - 75.9	
B-	2.75	70.0 - 72.9	
C+	2.50	65.0 - 69.9	Satisfactory performance
C	2.25	60.0 - 64.9	
C-	2.00	57.0 - 59.9	
D+	1.75	54.0 - 56.9	Minimally acceptable performance

D	1.50	50.0 - 53.9	
F	0.0	< 50.0	Unacceptable performance

23. Course Policies

Code of Ethics:

- Academic misconduct is defined as the use of any dishonest or deceitful means to gain some academic advantage or benefit. This can take many forms, including but not limited to, the following:

I. **Examinations**

a. Copying, or attempting to copy, from another student's work, or permitting another student to copy from your work.
b. Using notes of whatever kind in the formation of answers in a closed book examination.
c. Impersonation of another student in an examination, seminar or other form of presentation.
d. Disrupting the conduct of examinations by illegally obtaining access to examination papers or answers, and/or distribution of this material to others.

II. Assignements

a. *Copying:* Copying another person's answers in a paper, assignment, essay, etc. and presenting it as if it were the student's own work.
b. *Collusion:* Incorporating material into your work that was a results of working with others on an assignment which is intended to be an individual assignment.

c. *Plagiarism:* Using the thoughts, ideas, words, results, etc., of another person in a written assignment, without recognizing the source, as if it were the student's own work.
d. *Falsification:* altering data or Inventing data that have been obtained from legitimate sources

III. Forging University Documents

- Submitting or using forged academic documents or forged signatures for the purpose of personal gain or fraud. If a student commits an act of academic misconduct, whether defined above or of different nature, it may be documented and then one or more of the following penalties may be applied:
  a. Written warning.
  b. Deducting of an assignment or examination.
  c. An 'Zero' grade given to the assignment or examination.
  d. An 'F' grade given to the course.
  e. Suspension from the University for a Specified Period.
  f. Dismissal from the University.

Attendance, Preparation, and Participation Policy

A. It is the student's responsibility to attend all classes. Per the Hashemite University's rules and regulations, the student's total absences must not exceed 15% of the total class hours.
B. Failure to attend classes without prior approval for whatever reason is considered as part of the percentage missed.
C. Students bear full responsibility for checking their own attendance record. Attendance records are kept.
D. Compulsory attendance is required for all in-course assessment and final examination. The examination will not be postponed for any student without an emergency reason or approved medical certificates.
E. Compulsory participation in discussions, written assignments, use of case scenarios and e-learning. Moodle) is expected to complete the course requirements.
F. Students should interact with the teacher on Moodle for discussion related to the content taught in the classroom. Students should register for the course work on Moodle and use it frequently for the teaching learning sessions and instructions. The students should actively involve in these interactive classroom and online learning sessions.
G. Absenteeism: Students who remain absent should meet the Course Co-ordinator. Those who are sick will produce a medical certificate certified by the University's Medical Center and submit it.

Clinical Policies (if applicable)

1. **Attendance:** students are expected to attend all classes and practice days. If a student cannot attend a class session or practice day, the instructor must be notified prior to that. Per the Hashemite University's rules and regulations, the student's total absences must not exceed 15% of the total class hours. This is equal to one day clinical. Students are expected to take written and clinical exams when scheduled. If a student cannot attend a testing session, the faculty must be notified prior to the scheduled examination. Please refer to the Hashemite University's Student Handbook for further explanation. Also please note that it is a new university policy that if a student failed to take an examination as scheduled, there will be one make-up examination. A committee of three examiners will present the students with a set of oral and written essay type questions. Only students with acceptable reasons (i.e., urgent medical condition approved by the University Health Center, death of a first-degree relative, etc.) for absence will have the opportunity for a make-up examination.
2. **Practice:** There is a set of guidelines for practical training that will also be provided to each student on a separate sheet to keep with them at hospitals. These guidelines include:
A. Practical training starts at 8:00 and ends at 2:00.
B. The student has to manage his/her own transportation to the hospital except for those who will be trained in specific areas (will be announced), a university bus will be provided.
C. The student has to wear the specified uniform and shoes at all times while at the hospital. The uniform must be clean and ironed properly.

D. All students have to maintain a professional appearance. This includes shaving for male students who do not grow their beards, and a proper hair cut, and tied hair for female students, and for those who wear a scarf, it should not be left dangling.
E. It is the student's responsibility to maintain good personal hygiene.
F. Jean pants are not allowed as well as colored scarves other than cream or page.
G. Students are not allowed to chew gum or smoke in the clinical areas.
H. Students should have their break time as scheduled and shall not exceed that.
I. The following items are prohibited at clinical training: bracelets, rings other than the wedding ring, high heels or sandals, nail polish, long nails, and improper make-up.
J. Every student must have the following on a clinical day: a pocket-size note book, a pen, scissors, a torch, and a stethoscope.
K. The student has to inform either the nurse in-charge or the instructor when leaving his/her assigned clinical area.
L. Clinical seminar and case-studies will be started and ended according to the schedule. Students are expected to report to these learning activities on time.
M. Students are expected to use proper communication skills and to be cooperative with their instructors, colleagues, and other health team members.
N. **Students <u>Must NOT</u> perform the following:**

1. Perform venipuncture.
2. Take verbal orders or phone orders from physicians or laboratory reports.
3. Act as a witness to signing of documents (surgical permits, etc.)
4. Carry medication/narcotic keys.
5. Give any medications IV push
6. Add anticoagulant or insulin to IV solutions.
7. Insert or remove intestinal decompression tubes.
8. Insert or remove small lumen feeding tubes such as feeding tubes

24. Course Outlines

WEEK 1			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**
27/02/2023 Monday 01/03/2023 Wednesday	• Overview of course • Introduction of leadership	Marquis & Huston 2017 (M&H) -Sullivan 2017 (S) **Activities**: Content Review and Discussion.	☞ none

WEEK 2			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**
06/03/2022 Monday 08/03/2022 Wednesday	• **Leadership theories:** 1. Personality Trait Theories 2. Situational Leadership 3.Transformational/Transactional Leadership • **Management theories:** 1. Scientific Management 2. Managerial Grid 3. Theories X and Y	(M& H) -Ch. 1&2& 3 - S-Ch. 4 - Any Updated Resource, Web-Resource **Activities:** Contents Review and Discussion. Clinical Scenarios.	☞ None

WEEK 3			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**
13/03/2022 Monday 15/03/2022 Wednesday	• Unit 2: Management: Process, Framework, Functions, Roles,	Any Updated Resource, Web-Resource & S -Ch 4 **Activities:** Contents Review and Discussion.	☞ None

	Skills, and Competencies	.	
WEEK 4			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**
20/03/2023 Monda 22/03/2023 Wednesday	• Unit 3: Designing Organizations •	▯ (M& H) Ch. 9/14 ▯ S -Ch. 3 **Activities:** ▯ Contents Review and Discussion.	☞ Open Discussion of management process and framework (planning, organizing, staffing, directing, controlling) ☞ Mintzberg's theory: Functions and roles and of managers ☞ Skills of nurse managers
First Exam Wedusday 05/04/2023			
WEEK 5			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**
27/03/2023 Monday 29/03/2022 Wednesday	• **Skills in Nursing Leadership and Management:** 1. Thinking critically, making decisions, solving problems 2. Change	▯ Book chapter 70, S -Ch. 8 ▯ (M& H) Ch. 4/8 & ▯ S -2017-Ch. 5 ▯ **Activities:** ▯ Contents Review and Discussion.	☞ None
WEEK 6			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**
03/04/2023 Monday (8-9.30am)	• **Skills in Nursing Leadership and Management:** 3. Power 4. Motivation and career advancement	M& H) Ch. 8/13 ▯ (M& H) Ch. 13/18 & S -Ch. 17 ▯ **Activities:** ▯ Contents Review ▯ Clinical Scenarios.	Read articles about power
WEEK 7			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**

10/04/2023 Monday (8-9.30am) 12/04/2023 Wednesday (8.-8.40am	• **Skills in Nursing Leadership and Management:** 5.Conflict management	(M& H) Ch. 16/21 **Activities:** Contents Review -(M& H)- Ch. 15/20 & S -Ch. 10	☞ Open Discussion Open discussion
Second Exam Wednesday 17/05/2023			
WEEK 8			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**
17/04/2023 Monday 19/04/2023 Wednesday	• **Skills in Nursing Leadership and Management:** 6. Delegation	-(M& H)- Ch. 5/9 & S -Ch. 11 S-Ch. 25 **Activities:** Contents Review and Discussion.	☞ Read about different technique of time management
WEEK 9			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**
24/04/2023 Monday (8-9.30am) 26/04/2023 Wednesday (8.-8.40am	• **Holiday** • **Skills in Nursing Leadership and Management:** 9. Team building and group dynamics	M& H)- Ch. 14/16 **Activities:** Contents Review and Discussion.	No class

WEEK 11			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**
01/05/2023 Monday 03/05/2023 Wednesday	Unit 5: Managing Resources 1. Human Resources Management 2. Staffing & Scheduling	(M& H)- Ch. 15 & S -2012-Ch. 15 **Activities:** Contents Review and Discussion.	☞ Short video.
WEEK 12			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**
02/05/2022 Monday (8-9.30am) 04/05/2022 Wednesday (8.-8.40am	• **Unit 6: Quality Control**	(M& H)- Ch. 18/23 **Activities:** Contents Review and Discussion.	
WEEK 14			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**
16/05/2022 Monday (8-9.30am) 18/05/2022 Wednesday (8-8.40)	• **Unit 7: Ethical and Legal Roles of Nurse Managers** 1. Ethical Issues 2. Legal Issues	M& H)- Ch. 4 M& H)- Ch. 5 **Activities:** Contents Review and Discussion.	☞
WEEK 15			
Date	**Subject**	**Reading and Activities**	**Assignment And Exams**

25/05/2019 Monday (8-9.30am) 27/05/2019 Wednesday (8-8.40)		No Class M& H)- Ch. 6 (M& H)- Ch. 25	☞ No class

25. Additional information:

First Exam: Wednesday 05/04/2023
Second Exam: Wednesday 10/05/2023