

**University of Jordan**  
**Faculty of Nursing**  
**Clinical Nursing Department**  
**2<sup>nd</sup> Semester 2010/2011**

Course Title:           **Management and Leadership in Nursing/ Clinical**  
Course Number:       0702452 (3 credit hours)  
Time:                   Monday thru Thursday 7:30 am – 12:30 pm  
*Prerequisite:*       Department Permission  
Faculty Coordinator:  Waddah D'emeh, PhD, RN  
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Office Hours:         Tuesday, Thursday 2-3 pm or by appointment

**Course Description and Objectives**

This course is complementary to the management and leadership in nursing theory course. It gives the student the opportunity to integrate various management and leadership concepts and principles into practical experiences organized in different settings. Students are required to take part in selective activities that enhance mastering different management and leadership concepts and skills.

**Intended Learning outcomes (ILOs):**

Successful completion of the course should lead to the following learning outcomes:

**A) Knowledge and Understanding**

- 1) Know and be able to explain the diagnosis and pathophysiology involved for their patients.
- 2) Understand and be able to explain pertinent information about all the patients under their care.

**B) Cognitive and intellectual Skills**

- 1) Utilize previous clinical experiences as they apply to basic nursing skills in different courses.
- 2) Identify leadership style of selected nurse administrator.
- 3) Participate in medical and nursing rounds.
- 4) Admit and discharge patients.
- 5) Receive and give a change of shifts status report on all patients under their care.

**C) Subject Specific Skills**

- 1) Order and account for supply.
- 2) Document patient care by utilizing nursing notes for assigned patients.
- 3) Apply management tasks: Daily assignment sheet, incident report, weekly/ monthly schedule, Daily staff return, inventory form.

**D) Transferable Skills**

- 1) Distinguish the different roles of various nurse administrators.
- 2) Evaluate nursing care to a group of patients.
- 3) Analyze the organizational structure followed in the health care setting.

## **Teaching methods**

Clinical Practice in health care setting.  
Seminars.  
Written assignment related to the clinical practice.  
Clinical objectives assigned daily.

## **Evaluation**

Final grades will be based upon the following weights. Assignments are described in the sections below.

<b>Assignment</b>	<b>Weight</b>
<b>I.</b> Hospital work records (Assignment sheet, Daily staff return, End of shift report, Incident & Narcotic Reports, and Schedule)	15%
<b>II.</b> Clinical Performance Evaluation (Two Rotations)	20%
<b>III.</b> Nurse Manager Role Comparison Essay	10%
<b>IV.</b> Departmental Analysis Project and Presentation (team)	15%
<b>V.</b> Critical Analysis of leadership and management skills (Decision-Making situation)	5%
<b>VI.</b> Seminar Presentation	10%
<b>VII.</b> Final written exam (cover seminars and clinical experiences)	25%
<b>TOTAL</b>	100%

### **I. Hospital work records**

Explanation of each record will be discussed in the orientation week and in the clinical placement as record due. Grades for each record are:

<b>Records</b>	<b>Grade</b>
Assignment sheet	3
Daily staff return	2
End of shift report	4
Incident & Narcotic Reports	3
Schedule	3

**II. Clinical Performance Evaluation:** please refer appendix A (will be distributed in class).

**III. Nurse Manager Role Comparison Essay:**

**Directions:** The essay will be written in correct APA format with title page, reference page, minimum of three references, no longer than three typed double-spaced written pages (not including title page) and include the following information:

1.	Introduction/write a summary of your experiences the Nurse Manager.	10 pts
2.	Compare and contrast the qualifications generally required to become a Nurse Manager and the role of him/her in the hospital that you are assigned.	20 pts
3.	Compare and contrast the type of communication techniques the Nurse Manager used. Was the type of communication effective in relation to whom she/he was speaking? Was it effective in relation to the event at hand? * Defend your position/ give several examples for each role. * Include reference(s) if necessary	20 pts
4.	Compare and contrast the leadership characteristics that you observed in the Nurse Manager role. Explain the differences in the shorter term goals and longer term goals of this position in relation to quality patient care. * Defend your positions * Include reference(s) if necessary	20 pts
5.	Compare and contrast the management theory/style you observed in the Nurse Manager. Was there a difference in day to day activities versus long term activities? Is there a difference in having the authority and expectation to evaluate others? * Defend your position * Include reference(s) if necessary	20 pts
6.	Conclusion	10pts
<b>Student's score:</b>		

**IV. Departmental Analysis Project and Presentation:**

Each student will participate in a team research project. With your team, select a hospital department to be studied (e.g. infection control department, in-service education department, quality improvement department, .....). Using insights from the materials we have covered:

- ✓ Complete a departmental assessment (e.g. structure of the department, functions and responsibilities of the department).
- ✓ Identify short and long term goals of the department.
- ✓ Describe the effectiveness of the department, what needs improvement?
- ✓ Discuss the factors that improve and inhibit the function and effectiveness of the department.
- ✓ Make specific recommendations for change and present a course of action.

The project is an opportunity to confront the complexity involved in applying concepts and principles to concrete experience by designing and implementing change. While the texts are good sources of secondary information, both the business and health care literature must be incorporated.

Your report, typed, doubled-spaced, not less than 5 pages long is due on December 26, 2010. In addition, the group will present their findings and recommendations in 20 minutes presentation starting December 26, 2010. Use of visual aids is mandatory.

#### V. Critical Analysis of leadership and management skills

For each of suggested written work assignments, describe a situation from your clinical site experiences that had a significant impact on you in at least three complete paragraphs.

1. First, describe the situation in detail, identifying as objectively as possible what actually occurred.
2. Second, state your judgments, feelings, thoughts, and appraisal of the situation and how you dealt with it. **Analyze, evaluate, and relate your experiences to theory class content.**
3. Finally, briefly state your overall conclusions about how the situation was handled: What aspects did you/others deal with appropriately? What aspects of the situation could you/others have dealt with differently?

**Remember to: analyze, evaluate, and relate your experiences to theory class content.**

**NOTE:** you have to submit four analyses; one of these critical situation assignments must concern analysis of a specific decision-making situation.

#### References

- ❖ Sullivan, E. & Garland, G. (2010). *Practical leadership and management in nursing*. London: Pearson Education (Nursing & Health).
- ❖ Marquis, B.L., & Huston, C.J. (2009). *Leadership roles and management functions in nursing: Theory and application* (6<sup>th</sup> ed.). Philadelphia: Lippincott Williams & Wilkins
- ❖ Marriner A. (2009) *Guide to Nursing Management*. 8<sup>th</sup> ed. St. Louise, MI: Mosby
- ❖ Yoder-Wise. P. S. (2007) *Leading & managing in nursing*. 4<sup>th</sup> ed. St. Louise, MI: Mosby
- ❖ Jones, R. (2007). *Nursing leadership and management: theories, process, and practice*. Philadelphia, PA: F.A. Davis.
- ❖ Sullivan, E. & Decker. P. (2005). *Effective leadership and management in nursing*. 6<sup>th</sup> ed. Upper saddle River, NJ: Pearson Prentice Hall
- ❖ Huber D. (2000). *Leadership and nursing care management*. 2<sup>nd</sup> ed. Iowa city, IO: W.B. Saunders.
- ❖ Gillies, D.A. (2000). *Nursing Management; A systems approach*. Philadelphia: W.B. Saunders.
- ❖ Tappen, R.H (2001). *Essentials of nursing leadership and management*. 2<sup>nd</sup> ed. Philadelphia: F, A Davis.