



كلية فقيه للعلوم الطبية
Fakieh College for Medical Sciences

COURSE HANDBOOK

Program: Post-Graduate Online Courses
Course Name: Advance Leadership and Management
Course Code & Number: SNBC 103

Sep-Nov 2021

Welcome Message from Your Teaching Staff



WELCOME to Advance Leadership and Management Course on-line course (SNBC 103)

We hope you embark with us on an enriching and enjoyable learning experience. We are committed to providing you with high quality education in an active learning environment.

This handbook provides you with an overview of this course. It includes all the information relevant to the educational process, including but not limited to teaching, learning, assessment, staff members and learning resources.

Your journey in this course will take 12 weeks. We look forward to a productive course with you.

REMEMBER



During your journey in this course, you have to remember the followings:



In addition to the teaching hours provided by the teaching staff, there is additional learning hours that you (as a participants) are expected to study independently (e.g. in assignments or other work associated with the course). For this course, these expected hours are (14 hrs. /week) over the course duration.



To get the best achievements in this course, it is highly recommended to demonstrate your commitment, hard work, regular class attendance and participation in all assigned activities and readings. In addition it is important to utilize all the learning resources provided by the college such as library, language and IT labs, and electronic facilities....etc.

Course Identification:

College:	Fakeeh College for Medical Sciences
Program:	Post-Graduate On-Line Courses
Course Title:	Advance Leadership and Management
Course Code:	SNBC 103
Credit Hours	2 CHs (Two contact hours/week)
Target Audience	Nurse Managers and Nursing Service Directors
Date & Time of Delivery	Thursdays: 1-3 PM

Course Instructors**Course Coordinator**

Dr. Abd. Alhadi Hasan,
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Academic Rank: Assistant Professor at FCMS
 Specialty: Psychiatric and Community Health Nursing
Position: Academic Staff Nursing Department

**Co-Coordinator**

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Academic Rank: Assistant Professor at FCMS
 Specialty: Nursing Leadership and Management, Women's Health Nursing, Adult Health Nursing
Position: Academic Staff Nursing Department

**Course Description and Main Objective****1. Course Description**

This course is designed to explore the major management theories and leadership styles and also to investigate the shortage of nursing leaders.

2. Course Main Objective

The purpose of this course is to prepare students to work as a manager and as a leader in a given unit of care setting.

Course Learning Outcomes, Teaching Strategies and Assessment Methods

Code	Course Learning Outcomes	Teaching Strategies	Assessment Methods
1.0	Knowledge and Understanding:		
1.1	Describe the management theories and leadership styles	• Interactive Lectures & group discussions	Exam (MCQ, Essay questions)
1.2	Identify the major functions of management in Nursing	• Interactive Lectures & group discussions	Exam (MCQ, Essay questions)
2.0	Skills		
2.1	Explain leadership styles and its application.	• Interactive Lectures & group discussions	Exam (MCQ, Essay questions)
2.2	Interpret the contributions of nursing management in staffing appraisal.	• Flipped classes.	Assessment of assignments (rubric)
2.3	Demonstrate the skills in assessing and utilizing database and up to date references.	• Team based Learning. • Case study • Assignment	

Mode of Instruction (Teaching Strategies):

The teaching strategies of this course in the below table are planned and identified according to course learning outcome and chosen based on the type of skills to be developed that fit the course learning domains (Knowledge, Skills & Values). For example: (1) Interactive lecture and discussion are designed to impart knowledge and cognitive skills; (2) Student prepared presentation and case-based learning are designed to develop communication and information technology; (3) Topic presentation and case study are designed to develop interpersonal skills and responsibility.

These innovative teaching methods aim to increase participants engagement and active class participation and enhance teamwork and leadership skills. They also contribute to increase in retention of course content, increased motivation, and improved interpersonal skills. Furthermore, active teaching strategies foster students' learning and their autonomy.

No	Activity	Learning Hours
Contact Hours		
1	Interactive Lecture	12 Hours
2	Interactive teaching strategies (Flipped classroom, Case-based learning, small group discussions, and Student prepared presentations, and case study)	12 Hours
	Total	24 Hours

Course Evaluation System:

Assessment methods (direct and indirect) that show in the below tables are designed to measure the different levels of course learning domains (Knowledge, Skills & Values). The direct method includes written examinations (MCQs & Essay Questions) and other course activities (Reflections, Oral Presentations & Written Assignments)

• Direct Assessment:

#	Assessment task*	Due Date	Percentage of Assessment Score
1	Assignments	Week-11	20%
2	Presentations	Week-12	10%
3	Reflection	Continuous	10%
4	Quizzes (2)	Week 5 & 10	20%
5	Final written examination	Week-12	40%
Total			100 %

• Indirect Assessment:

Indirect assessment method includes evaluation of the course through surveys as present in the following table.

Evaluation Areas/Issues	Evaluators	Evaluation Methods
- Learning facilities and resources	Students	- Facilities and learning resources survey
- Course Learning Outcome achievement	Student	- Course Learning Outcomes survey
- Course content	Student	- Course Evaluation Survey - Focus group discussion with students at the end of the course.

Grading System:

The grades earned by participants in the course are calculated as follows:

Percent	Rating	Rating Symbol	Rating Weight out of 5
100-95	Exceptional	A+	5.0
90 to less than 95	Excellent	A	4.75
85 to less than 90	Superior	B+	4.5
80 to less than 85	Very good	B	4.0
75 to less than 80	Above Average	C+	3.5
70 to less than 75	Good	C	3.5
less than 70	Failed	F	2.5

Learning Resources:

Required Textbooks	- 1.1 Huber, D. (2018). Leadership & nursing care management. 6th Edition. St.Louis, Missouri: Elsevier.
Essential Reference Materials	-Kelly P. (2014) Essentials of Nursing Leadership and Management. (2 nd Edit.), Cengage Learning, New York, USA. ISBN-13: 978-14354-53562; ISBN-10: 14354-53565 -Marquis B. L. Huston C. J. (2012) Leadership Roles and Management Functions in Nursing Theory and Application. (7 th Edit.) -Lippincott Williams & Wilkins
Electronic Materials	<ul style="list-style-type: none"> • Saudi Digital Library: https://sdl.edu.sa/SDLPortal/en/publishers.aspx - American Nursing Association - USA (http://www.nursingworld.org/) - Academic Search Elite (EBSCO) - CINAHL • Elsevier Electronic Textbooks • http://journals.lww.com/nursingmanagement/pages/default.aspx • http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1365-2834 • http://www.journalofnursingstudies.com/ • http://www.nurseleader.com/
Other Learning Materials	- Blackboard - http://www.moh.gov.sa/

Course Content:

No	List of Topics	Contact Hours
1.	Course Orientation: Course Introduction to leadership and management Overview of nursing managers and leaders	2
2.	Management Theories & Leadership styles	4
3.	Attributes of leaders Major functions of the nursing management	2
4.	Major functions of the nursing management	2
5.	Planning in management	2
6.	Organizing and Delegation	2
7.	Staffing and Scheduling	2
8.	. Critical thinking and decision-making	2
9.	Nursing managers as change agents	2
10.	Managing the quality of care	2
11.	Roles and functions in staff appraisal	2
	Final Exam	
Total		24

Course Study Plan:

Date	Topic	Student Learning Outcomes (SLO) <i>By the end of the session, you should be able to</i>	Speaker	Reference
Week-1	Orientation to Advance Nursing Leadership and Management	<ul style="list-style-type: none"> List the Course Contents Explain Course requirement Describe Grading and Evaluation system 	<ul style="list-style-type: none"> Dr. Abd. Al Hasan Dr. Niela Sacro-Rosales 	<ul style="list-style-type: none"> Course Specification
Week-2-	Management Theories & Leadership styles	<ul style="list-style-type: none"> Identify characteristics of a Manager Elaborate characteristics of a Leader Differentiate Manager from a Leader 	<ul style="list-style-type: none"> Dr. Niela Sacro-Rosales 	<ul style="list-style-type: none"> Management Theories & Leadership styles Chapter-1 (Huber, D)
Week-3	Introduction to Management concepts and processes	<ul style="list-style-type: none"> State concepts used in nursing management: Leader and manager Differentiate between transactional and transformational leadership Describe the Levels of Management Explain Management Functions Illustrate the integration of leadership and management 	<ul style="list-style-type: none"> Dr. Niela Sacro-Rosales 	<ul style="list-style-type: none"> Introduction to Management concepts and processes Chapter-1 (Huber, D)
Week-4	Attributes of a Leader	<ul style="list-style-type: none"> Discuss how a leader can motivate staff Explain how leadership and management be integrated Outline Leader characteristics Demonstrate self- directed learning ability. 	<ul style="list-style-type: none"> Dr. Abd. Al Hasan 	<ul style="list-style-type: none"> Attributes of a Leader Chapter 1 (Huber, D.)
Week-5	Major functions in Management	<ul style="list-style-type: none"> State concepts used in nursing management: Leader and manager Differentiate between transactional and transformational leadership Describe the Levels of Management 	<ul style="list-style-type: none"> Dr. Abd. Al Hasan 	<ul style="list-style-type: none"> Major functions in Management Chapter-3 (Kelly, P)

Date	Topic	Student Learning Outcomes (SLO) <i>By the end of the session, you should be able to</i>	Speaker	Reference
Week-6	Planning in Management	<ul style="list-style-type: none"> Explain Management Functions Illustrate the integration of leadership and management Explain the terminologies in planning Identify the essentials of planning Prepare proactive planning Research the term forecasting in planning. Describe strategic planning Prepare SWOT and Balanced Score Card as 2 measures of planning Illustrate the Balanced Score card Analyze the planning hierarchy as part of planning Identify barriers to planning Demonstrate nurse managers role in planning 	<ul style="list-style-type: none"> Dr. Niela Sacro-Rosales 	<ul style="list-style-type: none"> Planning in Management Chapter 4 (Kelly, P))
Week-7	Organizing and Delegation	<ul style="list-style-type: none"> Explain the principles of delegation and the delegation process Recognize the importance of delegation Differentiate four common delegation errors Analyse ways for effective delegation. Identify the proper timing for delegation Explain resistance to delegation 	<ul style="list-style-type: none"> Dr. Abd. Al Hasan 	Organizing (Chapter 12 Huber,D) Delegation (Chapter 9, Huber , D)

Date	Topic	Student Learning Outcomes (SLO) <i>By the end of the session, you should be able to</i>	Speaker	Reference
Week-8	Staffing and Scheduling	<ul style="list-style-type: none"> Demonstrate delegation in nursing team: role of manager and leader Show self- directed learning ability after delegation. Describe of staff development Prepare policies of Staff Development Assess staff development needs in an educational program Evaluate Staff Development Activities Define staffing and scheduling Explain staffing Differentiate between centralized and decentralized staffing 	<ul style="list-style-type: none"> Dr. Niela Sacro-Rosales 	Staffing and Scheduling (Chapter 22, Hubert, D)
Week-9	Critical Thinking and Decision Making	<ul style="list-style-type: none"> Recognize the concept of critical thinking Identify characteristics of a critical thinker Explain a critical thinking teaching model Show effective team skills and group participation Illustrate the concept, decision making Analyze the managerial decision making model Identify critical elements in decision making 	<ul style="list-style-type: none"> Dr. Abd. Al Hasan 	Critical Thinking and Decision Making Chapter 4 (Huber, D.) Chapter11 (Kelly, P)

Date	Topic	Student Learning Outcomes (SLO) <i>By the end of the session, you should be able to</i>	Speaker	Reference
Week-10	Nursing Manager as a change Agent	<ul style="list-style-type: none"> * Definition of change * Explain the role of a change agent * Analyze Change Theory * Contrast Restraining and driving forces to change * Prepare Change Process Flowchart * Interpret Classic Change Strategies * Differentiate Planned Change and Unplanned Change • Explain Leader-manager as role model in planned change 	<ul style="list-style-type: none"> • Dr. Niela Rosales 	Nurse Managers as a Change Agent Chapter 2 (Huber , D)
Week-11	Managing Quality Care	<ul style="list-style-type: none"> • Define quality control • Explain Quality Health Care • Justify Process of Quality Control • Outline development of standards • Prepare Audits as quality control • Differentiate types of audits. 	<ul style="list-style-type: none"> • Dr. Abd. Al Hasan 	Quality Control and Auditing Process Chapter 18, (Huber, D)
Week-12	Roles and Functions in Staff Appraisal	<ul style="list-style-type: none"> * Research about the staff evaluation system and different methods used by the nurse manager. * Experiment staff performance appraisal and Illustrate feedback telling. • Employ the staff performance appraisal for staff development and practice evaluation 	<ul style="list-style-type: none"> • Dr. Abd. Al Hasan 	Staff Roles and Functions Appraisal Chapter 24 (Huber, D)

Communication and Attitude:

- Communicate and behave in a professional and respectful manner with Patients / Family, FCMS Faculty Staff, Clinical Instructor, Preceptor, Colleagues, and Other Multidisciplinary Team Members.
- Follow defined chain of commands during communication.
- Use proper and respectable words and voice tone in verbal communication.
- Illustrate proper and respectful body language and facial expressions in non-verbal communication.
 - ✓ Share the course learning objectives with the FCMS Faculty Staff.
 - ✓ Participate in all session's discussions.
- Accept constructive feedback and comments of FCMS Faculty Staff and Peers.

Punctuality Guidelines:

- Arrive on time (not to be late more than (10) minutes).
- Attend all sessions unless an official excuse is provided by the participant.
- Respect the approved break times.
- Do not leave the session's site/ area before you take permission from FCMS Faculty Staff.

Commitment:

- Communicate and behave in a professional and respectful manner with FCMS Faculty Staff, Colleagues, and Other Multidisciplinary Team Members.
- Comply with the FCMS and DSFH policy and procedures.
- Sustain a professional appearance (uniform, hair, nails, shoes, communication, chewing gum and use of mobile phone).
- Accept and complete projects, tasks and assignments given by the FCMS Faculty within a given time.

FCMS Examination Policy:

- **Re-sit Exam:** This exam conducted for those who get less than 70% of the total course score or those with unaccepted or no excuse to attend the final examination.
- **Academic warning:** is given to those who have absenteeism more than 25%, with unaccepted or no excuses for examinations and all with any academic misconduct according to MOE bylaws.



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