

NURS6623: Leadership and Management in Practice

Callaghan and Online
Trimester 1 - 2024



OVERVIEW

Course Description	This course assists students to build on existing knowledge and will expand leadership and management capabilities from the patient bedside to the boardroom (as relevant to student practice context). The modules have related activities for concurrent learning and application of knowledge, enabling experiential learning. Learning activities will unpack new tools for the student to approach work problems and challenges utilising theory, evidence and strategy. The aim of the assessment process is for students to personalise assessment tasks to achieve their learning outcomes to build professional confidence and job success.
Academic Progress Requirements	Nil
Assumed Knowledge	Foundations of nursing/midwifery knowledge, nursing/midwifery theory, legal and ethical issues, fundamentals of research, human bioscience, psychology, and sociology related to practice. Principles of investigative approaches in nursing/midwifery, concepts and theories relevant to practice, contemporary nursing or midwifery issues. Academic reading and writing skills, ability to access and evaluate information from a variety of sources, skills in critical analysis, critical judgment, synthesis and evaluation. Ability to conceptualise practice. Meets Nursing and Midwifery of Australia Standards of Practice
Contact Hours	Callaghan Online Activity Online 2 hour(s) per week(s) for 12 week(s) starting Week 1 Self-Directed Learning Self-Directed 8 hour(s) per week(s) for 12 week(s) starting Week 1 Tutorial Face to Face On Campus 2 hour(s) per week(s) for 12 week(s) Online Online Activity Online 2 hour(s) per week(s) for 12 week(s) starting Week 1 Self-Directed Learning Self-Directed 8 hour(s) per week(s) for 12 week(s) starting Week 1
Unit Weighting	10
Workload	Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

COURSE OUTLINE

CONTACTS

Course Coordinator	Callaghan and Online Dr Melsina Makaza (Lecturer in Mental Health Nursing) Email melsina.makaza@newcastle.edu.au Phone (+61) 2 4055 0957 Consultation: Canvas Calendar consult sessions
Teaching Staff	Other teaching staff will be advised on the course Canvas site.
School Office	School of Nursing and Midwifery Richardson Wing University of Newcastle University Drive Callaghan NSW Phone (+61) 2 4921 6304 Web http://www.newcastle.edu.au/school/nursing-midwifery
General Enquiries	AskUoN@newcastle.edu.au (+61) 2 4921 5000
Program & Enrolment Advice	ProgramAdvice@newcastle.edu.au
Student Support	For academic and personal support services for students, visit https://www.newcastle.edu.au/current-students/support

SYLLABUS

Course Content	The course adopts a reflective and problem-based approach to learning about: <ul style="list-style-type: none">• Self-reflection and self-critique• Leadership and management theory and practice• Situational analysis and strategies to resolve leadership challenges• Leadership and management theory and practice• Effective communication skills and relationship management• Working with Aboriginal and Torres Strait Islander Leadership/Services• Managing people, particularly difficult people in the workplace• Building effective disciplinary and interprofessional teams• Leadership/Management practice development
Course Learning Outcomes	On successful completion of this course, students will be able to: <ol style="list-style-type: none">1. Critically appraise and evaluate your own and others' leadership/management strengths and areas for development2. Analyse and evaluate leadership and management theories and styles3. Identify and analyse leadership and management situational challenges in the context of health care delivery and or patient outcomes4. Research and critically analyse and apply strategies through which challenges might be addressed5. Critically evaluate a range of people management strategies with a focus on managing difficult people6. Enhance knowledge about the principles of working with Aboriginal and Torres Strait Islander

organisational leadership (within and outside government services) to consult with or to broker health-related services for Aboriginal and Torres Strait Islander people.

7. Utilise practice leadership and management practice development to advance patient/woman-centred/professional outcomes.

Course Materials

Students can access course readings through the Canvas menu item “**Course Reading**”.

Links to web resources of relevance can be accessed through **Web Resources** in Canvas.

COMPULSORY REQUIREMENTS

In order to pass this course, each student **must complete ALL of the following compulsory requirements**:

Course Assessment Requirements:

- Assessment 1 - Written Assignment: Submit assessment item - Must submit this assessment to pass the course.
- Assessment 2 - Written Assignment: Submit assessment item - Must submit this assessment to pass the course.
- Assessment 3 - Quiz: Submit assessment item - Must submit this assessment to pass the course.

SCHEDULE

Week	Week Begins	Topic	Assessment Due
1	29 Jan	Self-reflection and self-critique	
2	5 Feb	Module 1: Leadership and management theory and practice	
3	12 Feb	Situational analysis and strategies to resolve leadership challenges.	
4	19 Feb	Module 2: Effective communication skills and relationship management	
5	26 Feb		
6	4 Mar	Module 3: Managing people, particularly difficult people in the workplace	Assessment 1: Written Assessment – Infographic Due Friday 1 March 23:00 hours AEDT
7	11 Mar	Module 4: Creative problem solving	
8	18 Mar	Module 5: Building effective disciplinary and interprofessional teams	
9	25 Mar	Module 6: Strategic and Evidenced Decision Marking	
10	1 Apr	Module 7: Working with Aboriginal and Torres Strait Islander Leadership/Services	Assessment 2: Written Assessment Due Friday 29 March 23:00 hours AEDT
11	8 Apr	Module 8: Leadership/Management practice development	Assessment 3: Quiz Opens Monday 8 April 09:00 hours – Closes Sunday 14 April 23:00 hours AEST
12	15 Apr		

ASSESSMENTS

This course has 4 assessments. Each assessment is described in more detail in the sections below.

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Assessment 1 - Written Assignment*	Friday 1 March 23:00 hours AEDT	Individual	35%	1, 2, 3, 4, 5
2	Assessment 2 - Written Assignment*	Friday 29 March 23:00 hours AEDT	Individual	50%	1, 2, 3, 4, 5, 6, 7
3	Assessment 3 - Quiz*	Opens Monday 8 April 09:00 hours – Closes Sunday 14 April 23:00 hours AEST	Individual	15%	1, 2, 3, 4, 5, 6, 7

* This assessment has a compulsory requirement.

Late Submissions The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, **will be reduced by 10%** of the possible maximum mark for that assessment item **for each day or part day** that the assessment item is late.

Note: this applies equally to week and weekend days.

POSTGRADUATE COURSES ASSESSMENT AND REFERENCING ADVICE

ASSESSMENTS:

If you need to apply for an extension for an assessment, you should follow the process described in your Course Outline under the heading "**Adverse Circumstances**".

Please note **you will be required to submit documents** to support your application for an extension.

Please do not email your tutor or course coordinator to request an extension because they cannot approve applications for extensions unless they have been submitted using the Adverse Circumstances process.

Formatting your assessments:

General advice – In your assessments you must:

- ✓ Use standard (default) margins.
- ✓ double line spacing.
- ✓ 12-point font.

If you have additional instructions about using headings or an essay format, please follow the instructions provided by your Course Coordinator for individual assessments.

Word count:

- ✓ The length of the assessment is an indication of the number of words that are needed to address the assessment task.
- ✓ This is a guide; however, some students have difficulty keeping their writing within the specified word count.
- ✓ If your assessment exceeds the word count by 10%, the assessment will be marked up to the allocated word count. Tutors/markers may stop marking if your assessment exceeds the word count by more than 10%.

Please note the following information from the **UON Course Management and Assessment Procedure Manual** (Item 250 and 251):

"Word limits include headings, sub-headings, in-text citations, quotes and referencing but does NOT

include the list of references, appendices, and footnotes. The Course Co-ordinator will allow a tolerance of 10% of the word limit". <https://policies.newcastle.edu.au/document/view-current.php?id=183>

REFERENCING

- Your assessments must be appropriately referenced.
- Assessments that are not correctly referenced will have lower marks awarded.
- Assessments that contain information from other sources that have not been referenced and where it appears that the student is presenting another person's work or ideas as their own, will be referred to the **Student Academic Conduct Officer (SACO)**.

This constitutes a potential breach of the **Student Academic Integrity Policy**
<https://policies.newcastle.edu.au/document/view-current.php?id=35>

What should be referenced?

- ✓ All sources of published information including textbooks, journal articles, course readings, websites, guidelines, policies government documents that have been used to prepare an assessment **MUST** be included in the assessment as an in-text citation **AND** on the reference list.
- ✓ Any documents provided to you to use in the preparation of an assessment must be referenced.
- ✓ Direct quotes **MUST** be referenced. However, please note direct quotes should be used sparingly and should not normally constitute more than 10% of an assessment.
- ✓ Information that you have paraphrased in your assessment must also be referenced.
- ✓ **Correct citation of sources and referencing is expected in scholarly writing at Master Level.**
- ✓ Assessments that are not correctly referenced may be penalised (lower marks awarded).

Correct referencing style:

You are required to use **APA 7th Referencing Style** in all your assessments (unless otherwise stated).

Check this link for **details about using APA 7th Style**: <https://libguides.newcastle.edu.au/apa-7th>

Making referencing easier:

Referencing your assessments is easier if you **use a Reference Management Program** such as "Endnote". There is information in Canvas that will assist you to access and use the Endnote referencing program. Select: "Library Essentials" at the top right of your screen, then select "Referencing" from the list of options on the left side the screen, and then scroll down to select "Endnote".

Or click on this link: <http://libguides.newcastle.edu.au/endnote>

Academic Integrity:

All new students must complete the **Academic Integrity Module (AIM)**, which can be accessed via the Dashboard in Canvas.

Assessment 1 - Written Assignment - Infographic

Purpose The purpose of the infographic is to determine understanding of Weeks 1-7 of the course material with a focus on course learning outcomes 1-5

Description An Infographic is a graphic visual representation of information, data, or knowledge intended to present information quickly and clearly. Health professionals can use infographics to quickly communicate a message, simplify the presentation of large amounts of data, and represent patterns and relationships.

The focus of the infographic is to present the outcome of your exploration of a leadership/management situation that you have faced or may face in your area of clinical practice. You must explore your chosen leadership/management situation using a situational analysis. This situational analysis will give you the opportunity to assess factors that may impact the situation, including the internal and external factors, strengths and weakness (include you, others and the system) and stakeholders (consultations). The situational analysis will also assist you to consider the scope of the impact of these factors and help you to determine the best way forward.

Complete the following steps:

1. Identify a situation you experienced, or are experiencing, that requires you to apply your leadership and/or management skills in your practice area. This situation may be related to:
 - staffing,
 - management,
 - an ethical issue that required negotiation with management and or medical staff,
 - a change in practice,
 - a risk mitigation plan,
 - resource issues,
 - clinical governance,
 - clinical errors or
 - a change in practice requirement.
2. Develop a SMART goal.
3. Undertake a situational analysis of your situation using any one SWOT, GAP or, Force Field Methods and ensure that the method used is reported in your Infographic. Your situational analysis should explore and analyse the aspects and questions inherent in your situation.

Your infographic should:

- Include your Name and Student ID
- Briefly outline the problem/situation
- State your SMART goal/s identifying the change/decision goal that will be required. Some may have sub-goals for sequential outcomes toward the final goal. Remember a SMART goal is a single sentence that contains each element of the SMART acronym (see Module Content on Canvas).
- Complete a Situational Analysis of the situation by completing **any one** of the following – SWAT, Force Field Analysis, or Gap analysis. You may choose an analysis that is used in your workplace, just ensure you provide a reference. Consider who you will consult with, including stakeholders, and Aboriginal and Torres Strait Islander services/liaison officers in relation to your situation. In

general, consider what are the important aspects of cultural competence required in your leadership and management context.

- Complete your reflection on your situational analysis –
 - What are the findings of the analysis?
 - What have you learned?
 - What is important as a result of the analysis?
 - Will you progress the change or situation (SMART goal)?
 - What are the supportive or opposing forces that may impact the success of the change, situation/process?
- In-text references using APA 7th Style
- References on a separate Word document to the infographic.

Weighting	35%
Compulsory Requirements	Attempt / Submission Requirement - Students must attempt/submit this assessment item to pass the course
Length	A4 size infographic (one-sided A4 page, portrait or landscape) 250-300 words plus reference page
Due Date	Friday 1 March 23:00 hours Australian Eastern Daylight Time (AEDT)
Submission Method	Online. Canvas
Assessment Criteria	See Marking Rubric on Canvas
Return Method	Online
Feedback Provided	Online. Within 3 weeks from submission date

Assessment 2 - Written Assignment - Report

Assessment Type	Written Assignment Report
Purpose	The purpose of this assessment task is to consolidate the information that you have learnt concerning leadership and management and conduct a situational analysis with a focus on course learning outcomes 1-7
Description	Within this assessment, you will have the opportunity to provide further detail concerning the situation that you explored in Assessment 1 providing an exploration of data associated with the Situational Analysis along with the exploration of potential solutions. You will then be asked to make recommendations appropriate to the situation and your work setting.

This assignment is to be presented in the form of a report, using these headings:

Title for your report

Introduction:

- Reflect on your Assessment 1 and ensure your introduction includes a brief outline of the situation and your SMART goal (this is to remind the reader of the situation).
- You should also outline the focus of your report.

Methodology and Findings:

- Provide information on the situational analysis methodology used and a detailed exploration of the findings.
- The above discussion should be evidence-based and include data (deidentified), consultation, and contemporary high-quality literature that examines the situation.

Recommendations for action:

- Provide at least 3 recommendations. The recommendations should be supported by the findings from evidence-based literature.
- The recommendations should be succinct, action statements and indicate who should be responsible and a timeframe for commencement or completion and outline any risks and risk mitigation strategies.
- Recommendations should be listed and numbered in sequence of implementation.

References: using APA 7th style

Weighting	50%
Compulsory Requirements	Submit assessment item - Must submit this assessment to pass the course
Length	2500 words
Due Date	Friday 29 March 23:00 hours Australian Eastern Daylight Time (AEDT)
Submission Method	Online. Canvas
Assessment Criteria	See Marking Rubric on Canvas
Return Method	Online
Feedback Provided	Online. Within 3 weeks of submission
Opportunity to Reattempt	Students WILL NOT be given the opportunity to reattempt this assessment

Assessment 3 - Quiz

Assessment Type	Quiz
Purpose	The purpose of the online quiz is to determine student's understanding of the course material
Description	<ul style="list-style-type: none">✓ 30 multiple choice questions✓ Students will have 1 hour to complete the quiz✓ The quiz opens Monday 8 April 09:00 hours - closes Sunday 14 April 23:00 Australian Eastern Standard Time (AEST)✓ You will only be allowed one attempt during this timeframe
Weighting	15%
Compulsory Requirements	Attempt / Submission Requirement - Students must attempt/submit this assessment item to pass the course
Length	30 questions in 1 hour
Due Date	Opens Monday 8 April 09:00 hours – Closes Sunday 14 April 23:00 hours AEST
Submission Method	Online
Assessment Criteria	N/A
Return Method	Online
Feedback Provided	Online. Within 3 weeks from submission date
Opportunity to Reattempt	Students WILL NOT be given the opportunity to reattempt this assessment

ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

*Skills are those identified for the purposes of assessment task(s).

Communication Methods

Communication methods used in this course include:

- **Canvas Course Site:** Students will receive communications via the posting of content or announcements on the Canvas course site.
- **Email:** Students will receive communications via their student email account.
- **Face to Face:** Communication will be provided via face-to-face meetings or supervision.

Course Evaluation

Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.

Oral Interviews (Vivas)

As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the [Oral Examination \(viva\) Procedure](#). In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the [Student Conduct Rule](#).

Academic Misconduct

All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <https://policies.newcastle.edu.au/document/view-current.php?id=35>.

Adverse Circumstances

The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the

online Adverse Circumstances system where:

1. the assessment item is a major assessment item; or
2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;
3. you are requesting a change of placement; or
4. the course has a compulsory attendance requirement.

Before applying you must refer to the **Adverse Circumstance Affecting Assessment Items Procedure** available at:

<https://policies.newcastle.edu.au/document/view-current.php?id=236>

Important Policy Information

The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at <https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures> that support a safe and respectful environment at the University.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.

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