

DEREE COLLEGE SYLLABUS FOR:		US CREDITS: 3/0/3									
HM 4143 – LEADERSHIP IN HEALTHCARE- LEVEL 6		UK CREDITS: 15									
(June 2015)											
PREREQUISITES:	HM 1001 Introduction to Healthcare Management										
CATALOG DESCRIPTION:	The Leadership in Healthcare module focuses on leadership theories, frameworks, concepts, and practices including change and innovation, practices of high performance organizations, and behavioural practices, traits and skills of effective leaders.										
RATIONALE:	Healthcare leaders play the key role with respect to results and measurable outcomes as well as ethics and decision-making in the healthcare sector. Considerations include setting a vision and strategy, motivating employees and all stakeholders towards the vision, fostering innovation and creativity in their organizations, developing and maintaining partnerships, alliances and collaborations within the healthcare field and outside the field.										
LEARNING OUTCOMES:	As a result of taking this module, the student should be able to: 1. Analyse key theoretical frameworks and debates on how they apply in the healthcare industry both at the organizational as well as at the individual level. 2. Explain how key leadership principles apply in practice for managing organizational change and innovation in a global healthcare context. 3. Discuss the issues and challenges associated with effective leadership, displaying a critical insight into personal leadership values, philosophy and ethics.										
METHOD OF TEACHING AND LEARNING:	In congruence with the teaching and learning strategy of the college, the following tools are used: ➤ Class lectures. ➤ Discussion and analysis of case studies. ➤ Experiential exercises based on module content. ➤ Research related to the healthcare field. ➤ Office Hours: Students are encouraged to make full use of the office hours of their instructor, where they can ask questions and go over lecture material, case studies, and project. ➤ Use of a Blackboard learning platform, where instructors post lecture notes, assignment instructions, timely announcements, as well as additional resources.										
ASSESSMENT:	<div>Summative:</div> <table><tr><td>Research Project (Written Project) (2,000 – 2,200 words)</td><td>40%</td></tr><tr><td>Final Examination (essay-type questions)</td><td>60%</td></tr></table> <div>Formative:</div> <table><tr><td>Cases, tests, coursework preparation</td><td>0%</td></tr><tr><td></td><td></td></tr></table> <p>The Research Project tests Learning Outcome 1. The Final examination tests Learning Outcomes 2 and 3.</p>			Research Project (Written Project) (2,000 – 2,200 words)	40%	Final Examination (essay-type questions)	60%	Cases, tests, coursework preparation	0%		
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Final Examination (essay-type questions)	60%										
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INDICATIVE READING:	REQUIRED READING: Barr, J., & Dowding, L. (2012, 2 nd Edition). <i>Leadership in Health</i>										

	<p>Care. London, UK: Sage Publications Ltd.</p> <p>RECOMMENDED READING:</p> <p>A. BOOKS:</p> <p>Dye, C.F. (2010, 2nd Edition). <i>Leadership in Healthcare: Essential Values and Skills</i>. Chicago, USA: Health Administration Press.</p> <p>B. ARTICLES:</p> <ul style="list-style-type: none"> Chopra, P. K., & Kanji, G. K. (2010). Emotional intelligence: A catalyst for inspirational leadership and management excellence. <i>Total Quality Management & Business Excellence</i>, 21(10), 971-1004. doi:10.1080/14783363.2010.487704 Clawson, J. S. (2008). Leadership as managing energy. <i>International Journal of Organizational Analysis</i>, 16(3), 174-181. doi:10.1108/19348830810937943 Hinton, J. H. (2014). Healthcare leaders must live in today's world and plan for tomorrow's. <i>Modern Healthcare</i>, 44(24), 29. Howatson-Jones, I. (2004). The servant leader. <i>Nursing Management - UK</i>, 11(3), 20-24. Kouzes, J., & Posner, B. (2012). A Look at Today's Challenges for Leaders. <i>Mworld</i>, 11(3), 6-8. Lee, T. H., & Cosgrove, T. (2014). Engaging Doctors in the Health Care Revolution. <i>Harvard Business Review</i>, 92(6), 104-111. McCleskey, J. (2014). Situational, Transformational, and Transactional Leadership and Leadership Development. <i>Journal of Business Studies Quarterly</i>, 5(4), 117-130. Reeves, S., MacMillan, K., & Van Soeren, M. (2010). Leadership of interprofessional health and social care teams: a socio-historical analysis. <i>Journal of Nursing Management</i>, 18(3), 258-264. doi:10.1111/j.1365-2834.2010.01077.x Rivkin, W., Diestel, S., & Schmidt, K. (2014). The positive relationship between servant leadership and employees' psychological health: A multi-method approach. <i>Zeitschrift Für Personalforschung</i>, 28(1/2), 52-72. doi:10.1688/ZfP-2014-01-Rivkin
<p>INDICATIVE MATERIAL: (e.g. audiovisual, digital material, etc.)</p>	<p>REQUIRED MATERIAL:</p> <p>RECOMMENDED MATERIAL:</p> <ul style="list-style-type: none"> DuBrin, A.J. (2012, 7th Edition). <i>Leadership: Research Findings, Practice, and Skills</i>. USA: Cengage Learning. Dye, C.F., & Garman, A.N. (2006, 1st Edition). <i>Exceptional Leadership: 16 Critical Competencies for Healthcare</i>. Chicago, USA: Health Administration Press. Kouzes, J.M., & Posner, B.Z. (2012, 5th Edition). <i>The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations</i>. San Francisco, USA: Jossey-Bass. Maxwell, J.C. (2007, Revised & Updated Edition). <i>The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You</i>. USA: Thomas Nelson. Rath, T., & Conchie, B. (2009, 1st Edition). <i>Strengths Based Leadership: Great Leaders, Teams, and Why People Follow</i>. New York, USA: Gallup Press. <ul style="list-style-type: none"> Journal of Healthcare Leadership Journal of Healthcare Management

COMMUNICATION REQUIREMENTS:	Individual projects submitted in Word using appropriate terminology.
SOFTWARE REQUIREMENTS:	Word, Internet
WWW RESOURCES:	https://www.ache.org/ (American College of Healthcare Executives) https://greenleaf.org/what-is-servant-leadership/ (Greenleaf Center for Servant Leadership) http://www.leadershipchallenge.com/educators-section-resources.aspx (The Leadership Challenge) http://www.jointcommissioninternational.org/ (Joint Commission International) www.who.org (World Health Organization) www.statistics.gr (Office for National Statistics – Greece) www.eurostat.eu (EU Statistical Office)
INDICATIVE CONTENT:	<p>THE INDIVIDUAL</p> <ol style="list-style-type: none"> 1. The Nature of Leadership 2. What Makes a Leader? 3. Diversity, Values and Professional Care 4. Theories of Leadership <p>THE TEAM</p> <ol style="list-style-type: none"> 1. Team Life 2. Interdisciplinary and Interprofessional Working 3. Communication and Leadership 4. Problem-Solving 5. Managing Conflict 6. Emotional Intelligence <p>THE ORGANIZATION</p> <ol style="list-style-type: none"> 1. Theory of Organizational Life 2. Quality 3. Leadership for Change