

**HM708 – Leadership in Healthcare Organizations
Spring/Summer 2019 Course Outline
Master of Health Management Program**

COURSE OBJECTIVE/PROFILE

After completing this course, learners will:

1. Understand their own leadership styles.
2. Apply theoretical concepts to leadership issues related to self, profession, and organizations.
3. Synthesize conceptual differences and use problem-solving to further understand the dynamics of leadership.
4. Appreciate the complexity of leadership.
5. Apply new knowledge into the workplace.
6. Perform analysis of personal leadership.

COURSE DESCRIPTION

This course explores principles, practices, trends and issues of leadership in health organizations. Current theories of leadership with attention to styles, practices, tasks and models will be covered. Participants will be encouraged to reflect on and analyze their own leadership experiences in light of theories studied. Through the interplay of theory and practical application, participants will gain a deeper appreciation for the requirements, responsibilities, and consequences of effective leadership within the healthcare system. The course encourages professional and personal development through action learning that is relevant and transferable to organizations.

LEARNING OUTCOMES/OBJECTIVES

Upon completion of the course, learners will be able to:

1. Understand their own leadership style.
2. Apply theoretical concepts to leadership issues related to self, profession, and organizations.
3. Synthesize conceptual differences and use problem-solving teams to further understand the dynamics of leadership
4. Create a leadership plan relevant to their current practice.

INSTRUCTOR INFORMATION

Name: Kathryn Wise
Title: Assistant Clinical Professor
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MODES OF STUDY

This course is delivered in an online format using Avenue to Learn (A2L or Avenue) as the principle delivery system. Topics are explored through a review of documents, course assignments, case studies and online discussions. Students are expected to be adult learners who will independently read course content posted on the A2L course website, analyze information, and share their new knowledge and understanding with their classmates so that they learn from each other as well as from the instructor. Students will use course content posted on A2L, reading and texts as resources for learning. Instead of face-to-face small group discussions, students will interact online with other students and the course instructor. Typically, discussions will occur asynchronously (not in real time) as this enables students from different time zones to participate more easily and to organize their learning activities around work, family and personal demands. Live chat rooms and video links may be used when needed by students. The instructor and students will also maintain contact as necessary by email and/or Skype.

TECHNICAL REQUIREMENTS

Student requires access to a computer that meets the MHM program technical requirements and access to the Internet on a regular basis. Learners must have an active McMaster email account and web browser. The course will be delivered through the A2L system at McMaster.

REQUIRED TEXTBOOKS AND SUPPLEMENTARY READINGS

The following is required for this course: Barr, J., & Dowding, L.L. (2016). Leadership in health care. 3rd edition. London: Sage Publications, Ltd.

EVALUATION

Learning in this course comes from readings, online discussion and participation, preparation of assignments, reflection and analysis. All work will be evaluated on an individual bases except

where group work is expected. In these cases, group members will share the same grade unless all group members agree to an adjustment.

Evaluation will be based on:

1. Participation in weekly sessions - 20%
2. Assignment 1 - [Self] Self-Assessment of Leadership Paper - 10%
3. Assignment 2 - [Other] Interview a leader in the field of health management. Analyze the interview using a theoretical approach. - 40%
4. Assignment 3 - [Organization] Develop a detailed, theoretically based leadership plan/approach to a current situation in an organization, profession, or health care. - 30%

Percentage Letter:

90-100	A+	77-79	B+
85-89	A	73-76	B
80-84	A-	70-72	B-
		0-69	F

COURSE CONTENT AND SCHEDULE

This course is designed for health professionals who want to acquire the knowledge and skills to develop as leaders in their current and future practice. The course emphasizes the development of knowledge regarding theories of leadership and the application of learning at the level of self, profession, and organizations. The tasks and strategies related to effective leadership are also explored. The course will include 4 thematic modules:

Module 1 (Week 1-3) What is leadership? Major theories, leadership styles

Module 2 (Week 4-5) Leadership in health organizations; principles, practices, trends and issues.

Module 3 (Week 6-7) Leadership tasks and strategies

Module 4 (Week 8-10) Leadership & Systems Theory/Organization/Culture; Integration/application, Synthesis/Creation

A more detailed week-by-week description of topics, activities, and required reading will be posted online (under the content section of the A2L course site) prior to the first week of the

course. Students should become familiar with the A2L site, obtain required/suggested textbooks, and complete the first week's required readings as early as possible.

Participation and online discussion questions:

Students are expected to share ideas and experiences related to the topics presented during online discussions. Students are expected to post at least one main response to the weekly question(s) and to participate in the overall discussion by commenting on other students' responses (at least 2 times per week; i.e. a total of at least 3 posts per week). Posting should be reflective, concise and respectful. Make sure you are adding value and not simply repeating what others have already said (refer to the Online Discussion Grading Scale posted in the content section of the A2L site). The course instructor(s) and teaching assistant(s) will limit their participation so as not to overly influence the direction of the discussion. To further facilitate discussion, students in each course section may be further divided into groups. If groups are formed, information about which group students have been assigned to will be posted on the A2L site.

There is also general discussion area on the A2L site where students may interact with each other (instructors and teaching assistants will not be monitoring this area routinely so if you have an important question please email directly).

REFERENCING

All submitted assignments should use formal APA (American Psychological Association) referencing format, 6th edition. Links to summary APA style guides can be found on the A2L course site as well as on the Library website. Referencing within online posts may be less formal (students need to provide sufficient information so that the material referenced may be easily found).

PENALTY FOR LATE SUBMISSION

Deadlines for assignments are set. All work must be submitted to the A2L Dropbox on the due date/time as stated in the Course Outline. Do not submit work by email. Late assignments will be penalized 10% for every 24 hours, or part thereof, they are submitted past their due date and time. If you anticipate being unable to complete an assignment on the due date, please contact the instructor prior to the due date. Requests for extensions will not be considered within 48 hours of the deadline except under extenuating circumstances.

ACADEMIC INTEGRITY

It is the student's responsibility to understand what constitutes academic integrity. Please refer to the University Senate Academic Integrity Policy. This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic integrity arise. A breach of academic integrity is defined as to knowingly act or fail to act in a way that results, or could result, in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow as well as general guidelines for penalties. All work that students submit must be own work (original) and include proper citations when work is copied or paraphrased.

A web-based service (Turnitin) to reveal originality will be used. Students will be expected to submit their work electronically to the A2L Dropbox. Students who do not wish to have their work assessed through Turnitin must advise their instructor in writing at the beginning of the term. This student will submit their assignment as well as all rough drafts as an appendix to the instructor using a mutually agreed to process. No penalty will be assigned to a student who does not wish to have their work assessed through Turnitin. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., online search, etc.).

For further information related to the Academic Integrity Policy or the use of Turnitin, please refer to the Office of Academic Integrity at: www.mcmaster.ca/academicintegrity.

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STUDENT ACCOMMODATION

Individuals who may require reasonable accommodation (an individualized adaptation or adjustment made to provide a person with a disability with equitable and non-discriminatory opportunities for participation) are encouraged to contact Student Accessibility Services (SAS). In collaboration with SAS, the student creates an accommodation plan. Prior to the beginning of

each course, the student will provide the Course Instructor with the SAS approved accommodation letter. Together we will discuss how each accommodation will be provided.

You will be required to follow the policies and procedures of McMaster University, Faculty of Business, and Faculty of Health Sciences. www.sas.mcmaster.ca.

POTENTIAL MODIFICATIONS TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and A2L course site frequently during the term.