



TEHRAN UNIVERSITY
OF
MEDICAL SCIENCES

School of Nursing and Midwifery



M.Sc. in Nursing Management

(General specifications, plans, and headlines)

Section I

Title: Nursing Administration

Degree: M.Sc.

Introduction

To establish, administer, develop, and run a hospital, it is highly significant to take advantage of managerial expertise specifically the expertise in management of Nursing Administration. In this regard, the departments of Nursing Administration were first established at several faculties of medicine schools namely Maryland, John Hopkins, Houston, and UCLA during 1970s. The aim of these departments was to train registered nurses who sought additional education to earn a Master of Science in Nursing or Doctor of Nursing Practice to prepare for leadership roles within nursing and Public Health programs. Consequently, Tehran University of Medical Sciences has been offering a Master of Science degree for Nursing Administration since 1987.

Definition

The M.Sc. in Nursing Administration is a program designed to enable students to play the role of leaders and managers at different levels of the health care system. The graduates of the program will be able to improve the quality of health care services.

The Aim of the Course

Mission

The mission of the program is to train proficient, knowledgeable, committed, ethically aware, and responsible nursing managers in the region and among developing countries in order to take up leadership and management roles at different levels of nursing management through integrating the science of management and evidence-based practice, meritocracy, and expertise in the professional nursing management.

Vision

In the next 20 years, the discipline of nursing administration will develop according to the world's educational standards and will extensively meet the needs of the health systems of the

region's countries for perceptual, considerate, and excerpt nursing managers. Tehran University of Medical Sciences will become a prominent university of the region in nursing administration in terms of knowledge production, evidence-based practice and recruiting international students.

Aims

- Training efficient and expert manpower to guide, lead and improve the quality of nursing care delivery at different levels and in several centers
- Training nursing managers proportional to human characteristics and values to maintain human dignity
- Qualifying students for doing applied research and using the results in solving problems related to nursing care
- Acquiring qualifications for guiding and leading clinical nurses to improve professional practice
- Contributing to health economy and improving efficiency in delivering nursing services

General Competencies

Communication skills, interviewing, reporting, critical thinking, professionalism as well as:

- Concepts and theories in nursing
- Evidence-based practice
- Research methodology in nursing
- Statistics for nursing research

Specific Competencies and Skills (Special Qualifications)

- Acquiring competence in managing and running units and clinical wards of the country's hospitals
- Acquiring the capability to analyze the problems of nursing units in order to enhance the quality of nursing services
- Acquiring qualifications for conducting applied researches and employing the findings to solve nursing problems and make good decisions
- Acquiring qualifications for guiding and managing clinical nurses to improve their professional performance

The Terms and Conditions of Admission to the Course

- Holding a B.Sc. degree in nursing received in Iran or abroad
- Participating in the national master’s entrance exam and becoming qualified
- Being mentally and physically healthy

Educational Strategies, Methods, and Techniques

Educational Strategies: task-based learning, blended learning (teacher-centered and student-centered), blended learning (attendance and DLN), problem-based learning, professional competency-based learning, and evidence-based learning.

Methods and Techniques: lecture (question and answer, video clip), journal club, case presentation, discussions in small groups, seminars and conferences, site visits (for example, Nursing Office of the Tehran University of Medical Sciences, and Iranian Nursing Organization), and clinical and managerial practice in health care fields

Student Assessment

Written assessment [multiple choice questions (MCQ), essay (restricted and extended answer)], oral assessment (unstructured and structured oral exams), interactive computer test, and practical assessment (projects, portfolio, and logbook, lab observations)

Numbers and Types of Credits and Tables of the Courses

Prerequisite courses: 4 credits

Core Courses: 28 credits

Dissertation: 4 credits

Total Number of Credits: 32

Table 1 - Prerequisite Courses

Course code	Course title	Credits					Total hours					Requirement
		Theoretical	Practical	Practicum	Internship	Total	Theoretical	Practical	Practicum	Internship	Total	
01	Advanced statistics and research methodology	2	1	-	-	3	34	34	-	-	68	-

02	Information technology in Health care system	0.5	0.5	-	-	1	8	17	-	-	25	-
Total credits= 4		2.5	1.5	-	-	4	42	51	-	-	93	-

Table 2 - Core Courses

Course code	Course title	Credits					Total hours					Requirement
		Theoretical	Practical	Practicum	Internship	Total	Theoretical	Practical	Practicum	Internship	Total	
03	English in management	2	-	-	-	2	34	-	-	-	34	-
04	Sociology and psychology in organization	1	-	-	-	1	17	-	-	-	17	-
05	Nursing theories and concepts and their application in nursing management	1.5	0.5	-	-	2	26	17	-	-	43	-
06	Ethics in nursing management	1	0.5	-	-	1.5	17	17	-	-	34	05
07	Principles and foundations of Nursing Management	1.5	-	0.5	-	2	26	-	25	-	51	04 , 05
08	Leadership concepts and theories in nursing	2	-	-	-	2	34	-	-	-	34	04, 07
09	Quality and Quality improvement in health care and nursing services	2	-	1	-	3	34	-	51	-	85	07
10	Health Economics	1	0.5	-	-	1.5	17	17	-	-	34	07, 09
11	Strategic and operational planning in nursing	1.5	-	0.5	-	2	26	-	25	-	51	07, 09, 10
12	Change management in nursing	2	-	-	-	2	34	-	-	-	34	08, 11, 13
13	Entrepreneurship in nursing services management	1.5	0.5	-	-	2	26	17	-	-	43	10, 12

14	Human resource management in nursing	2	-	1	-	3	34	-	51	-	85	07, 08, 09, 11, 12	
15	Crisis and disaster management in health care system	1.5	0.5	-	-	2	26	17	-	-	43	11, 12	
16	Case management seminar	1	-	-	1	2	17	-	-	51	68	07, 08, 09	
Total		21.5	2.5	3	1	28	368	85	152	51	656	-	
17	Dissertation*	4											

***M.Sc. Dissertation Proposal**

The thesis proposal describes the rationale for the proposed research, and outlines its basic components. The proposal is submitted to the department’s research committee members (consisting of a dissertation advisor, department’s head, and the department education and research representatives) for the final evaluation and approval.

Dissertation Defense

The student and the thesis committee are required to comply with the guidelines of the School of Nursing and Midwifery with regards to the presentation of the thesis and meeting the deadlines for graduation. During the viva, the jury committee will thoroughly examine the student’s knowledge in the related area of the research

Ethical Issues

The graduates should:

- Observe the Patient's Bill of Rights¹ when working with the patients.
- Strictly observe Biosafety and Patient Safety Rules* concerning the patients, personnel and workplace.
- Observe the Rulebook for Dress Code².
- Strictly observe the Regulations of Working with the Laboratory Animals³.
- Carefully preserve resources and equipment.
- Truly respect faculty members, the staff, classmates, and other students as well as creating a cordial and respectful atmosphere.
- Observe social and professional ethical considerations in constructive criticism.

1, 2, and 3 are contained in the Enclosures.

* Biosafety and Patient Safety Rules will be set out by the Educational Departments and will be available to the students.

Section II

Title of the Course: Advanced Statistics and Research Methodology

Code of the course: 01

Number of credits: 3

Type of the course: theoretical - practical

Prerequisite: -

Principal objective(s) of the course:

I. Theory (34 hours)

- An overview of measurement scales
- Scale distribution of descriptive statistics
- Indicating the sample size
- An introduction to Type I and II errors and P Value
- An introduction to statistical analysis through SPSS Application
- Estimating and evaluating the hypothesis
- Overall comparison of the mean, variance, and sample
- Estimating the proportions and evaluating the hypothesis
- Linear regression, analyzing one-way and two-way variances
- An overview of research methodology
- An introduction to the concepts, theories and conceptual framework of research
- Switching problems and formulating hypotheses
- The environment, community, and sample of research, variances, and limitations
- Data collection, specifications of data collection instrument, and analyzing the data
- Inferring, interpreting, and drawing conclusion out of the analyzed data
- Applying the findings
- Conducting library research and getting acquainted with EndNote Application

II. Practice (34 hours)

Regular class attendance is compulsory for all applicants. In order to obtain the prerequisite skills in undertaking researches in future, applicants are required to conduct practically a statistical research under the constant supervision of the related lecturer.

* There are going to be some training workshops for SPSS and EndNote applications.

Course description:

In this module the principles of central tendency indices, dispersion, charting, hypothesis, and regression analysis as well as the concept of variance are to be covered. Likewise, applicants will get acquainted with the fundamentals of conducting researches; they are required to hand in a research project conducted in line with the covered material.

Main topics: 68 hours

Theoretical 2 units (34 hours)

Practical 1 unit (34 hours)

Principal reference(s):

1- Munro B (2013) Statistical Method for Health Care Research, 7th: Lippincott Williams and Wilkins

2- LoBiondo-Wood G., Haber J. (2013.) Nursing Research: Methods and Critical Appraisal for Evidence-Based Practice, 8th Ed. Elsevier

Student assessment practices:

Written evaluation and practical project

Title of the Course: Information Technology in Health Care System

Code of the course: 02

Number of Credits: 1

Type of the course: theoretical - practical

Prerequisite: -

Principal objective(s) of the course:

I. Theory (8 hours)

- The data base concepts
- Types of data base
- Versions of data base
- Designing the data base
- Data security
- Information Systems management and the data base
- Models of e-health services (The basics of telecommunications)
- IT and Nursing Management
- The introduction of HIS and ISN Information Systems in Nursing and Health Management

II. Practice (17 hours)

- Investigating hospitals data bases and the health care system
- Investigating HIS and ISN systems in state and private hospitals

Course description:

During this module the training of the basics of computer together with the required applications to use a database in both offline and online modes will be met. Additionally, applicants will receive adequate training in analyzing and submitting data in the domain of nursing management.

Main topics: 25 hours

Theoretical 0.5 units (8 hours)

Practical 0.5 units (17 hours)

Principal reference(s):

- 1- Finding information in science, Technology and Medicine. Jill Lambert, Taylor, Francis, Last edition.

- 2- Information Technology for the Health Professions. Lillian Burke and Barbara Weill, 4th Edition, 2012.

Student assessment practices:

Written evaluation, lab observations, and oral evaluation

Title of the Course: English in Management

Code of the course: 03

Number of Credits: 2

Type of the course: theoretical

Prerequisite: -

Principal objective(s) of the course:

- The introduction of the technical jargon and the prefixes and suffixes related to the health care management
- To master skills in looking up the jargons in health care and management monolingual dictionaries
- Specialized training for reading and comprehending texts relevant to nursing management.
- To improve the skills in writing and pronouncing necessary terms and expressions
- Translating and summarizing management scientific literature

Course description:

In this module, the applicants will get familiar with management technical jargon with special reference to nursing management. In addition, they improve their skills in reading and writing specialized management books and papers in English.

Main topics: 34 hours

Theoretical 2 units (34 hours)

Practical - units (- hours)

Principal reference(s):

1- Allum P. McGarr V., (2012) Cambridge English for Nursing Pre-intermediate Student's. Cambridge University Press.

2- Mckeown A. Wright R. (2011) Professional English in Use Management with Answers. Cambridge University Press.

Student assessment practices:

Title of the Course: Sociology and Psychology in Organization

Code of the course: 04

Number of Credits: 1

Type of the course: theoretical

Prerequisite: -

Principal objective(s) of the course:

- The principles of sociology
- Group sociology
- The organization as a social system
- Characteristics of social systems
- Mechanical and organic solidarity
- Transformation of social institutions and the formation of organizations
- Features and functions of organizations in the developing world
- Organization and management organizations in developing world
- Design and organizational structure with an emphasis on sociological principles
- History and scope of organizational psychology
- Psychology of efficiency
- Environmental psychology
- Psychology in management
- Psychology of communication
- Organizational intelligence, spiritual intelligence, cultural intelligence, social intelligence, and emotional intelligence
- Organizational climate
- Organizational culture

Course description:

The participants of this module will study the principles of sociology and psychology and its applications into organizational management particularly health organizations. Besides, the process of formation of organizational culture, the formation of communities within an organization, and the status of an organization as a social institute will be studied. Furthermore, groups and their dimensions, group dynamics in organizations, organization structural design

based upon social factors in individuals and groups as well as fundamentals of organizational culture will be explored.

Main topics: 17 hours

Theoretical 1 unit (17 hours)

Practical - units (- hours)

Principal reference(s):

1- Landy F J. and Jeffrey M. (2012) Work in the 21st Century: An Introduction to Industrial and Organizational Psychology, 4th Ed., John Wiley and sons Inc.

2- Mumford M D. and Frese M. (2015) the Psychology of Planning in Organizations: Research and Applications. First Publish: Routledge Group.

3- Robbins SP. Judge TA. Essentials of organizational behavior. 13th Ed. (global Edition) Pearson Inc.

Student assessment practices:

- Written assessment
 - Students' active involvement and participation in classes and discussions
-

Title of the Course: Nursing Theories and Concepts and Their Application in Nursing Management

Code of the course: 05

Number of Credits: 2

Type of the course: theoretical and practical

Prerequisite: -

Principal objective(s) of the course:

I. Theory

- The notion of paradigm, worldview, theory, and pattern in nursing
- The main characteristics of a theory and the connection between pattern and theory
- Nursing models and theorist, e.g., Nightingale, King, Johnson, Roy, Orem, etc.
- The nursing primary concepts and their applications to provide high quality care
- The application of nursing process in providing nursing services

II. Practice

In addition to active participation in clinical nursing classes, students are required to prepare and hand in a nursing project in line with the objectives of the course.

Course description:

Nursing is the scientific culmination of nursing theories that play a highly significant role in providing practical clues, patterns and strategies for nursing managers to improve their nursing services. At the end of the course, students are needed to be able to explain diverse theories and methods of nursing as well as applying them to the domain of nursing services and management.

Main topics: 43 hours

Theoretical 1.5 units (26 hours)

Practical 0.5 units (17 hours)

Principal reference(s):

- 1) Alligood, M.R. and Tomy, A.M. (2013) Nursing Theory Utilization and Application, 5th Ed. Mosby, Elsevier.
- 2) Johnson, B.M. and Webber, P.B. (2013) An Introduction to Theory and Reasoning in Nursing 4th Ed. , Lippincott Williams and Wilkins.

Student assessment practices:

- The active involvement and participation of students in classes and discussions
 - Written assessment
 - To prepare and hand in a nursing project to be applied to the cases of patients and clients
 - Provide an action plan for the implementation of nursing theories and concepts for the good sake of management of care in the ward.
-

Title of the Course: Ethics in Nursing Management

Code of the course: 06

Number of Credits: 1.5

Type of the course: theoretical and practical

Prerequisite: 05

Principal objective(s) of the course:

I. Theory

- Historical and philosophical foundations and theoretical aspects of nursing ethics
- Principles of Bioethics and its applications in nursing management
- Ethical views in nursing management
- The rights of providers and recipients of health care services
- Declarations and codes of ethical practice
- Ethical decision making patterns with regard to human relations and interdisciplinary approaches
- The development of ethical practice in nursing
- Ethical values and human dignity in the workplace of health services
- Moral sensitivity, moral and spiritual courage, and moral and spiritual intelligence

II. Practice (17 hours)

- Students are not only required to actively participate in clinical nursing classes, but also to appropriately implement the principles of nursing ethics and nursing management.

Course description:

This module offers the basic theories and skills for moral standards in nursing care and management. It also provides an opportunity for professional leadership and communication of nursing services based on human values and dignity. In this lesson, students learn how to protect the rights of employees in addition to the rights of patients and their families; they also learn to develop their ethical performance. This course also reviews the nature of nursing ethics, and analyzes ethical theories and ethical aspects of professional nursing practice and communication.

Main topics: 34 hours

Theoretical 1 unit (17 hours)

Practical 0.5 units (17 hours)

Principal reference(s):

1. Hosmer, LR. The Ethics of Management. Mc Graw Hill Publication, Australia and New Zealand, 2011
2. Davis AJ, D.Fowler M, Aroskar MA. Ethical dilemmas and nursing practice. 5th ed. Boston: Pearson; 2010
3. Fry ST, Johnston M-J. Ethics in nursing practice: a guide to ethical decision making. 3rd ed. United Kingdom: Blackwell; 2008

Student assessment practices:

- Giving seminars
- Studying papers and presenting their arguments
- Participation in the design and analysis of ethical scenarios and reporting them
- Written assessment

Practical assessment

Students will be assessed according to their abilities in designing and applying moral principles in providing nursing services offered in the form of projects.

Title of the Course: Principles and Foundation of Nursing Management

Code of the course: 07

Number of Credits: 2

Type of the course: theoretical and practicum

Prerequisite: 04, 05

Principal objective(s) of the course:

I. Theory

- A short history of health services organization
- Characteristics of health services organizations as a single entity
- Decision making network in health services organizations as a single entity
- Managers responsibilities in health services organization
- Theories of management and their applications into nursing
- Preparations and planning process (philosophy, mission, objectives and implementation plans)
- Organization and methods of labor division
- Organizational structures in the nursing sector
- Organizational communication process
- Budgeting and financial management in the nursing sector
- Project management
- Clinical direction, coordination, and supervision

II. Internships (25 hours)

- Operational projects intended to organize nursing care sector
- Employing nursing management skills in clinical sphere mainly in inpatient and outpatient hospital departments

Course description:

In this module the principles and theories of management as well as their implementation in health services organizations with special reference to nursing services will be covered.

Main topics: 51 hours

Theoretical 1.5 units (26 hours)

Practical 0.5 units (25 hours)

Principal reference(s):

1. Marquis, BL, Huston CJ (2012) Leadership Roles and Management Functions in Nursing. 7th edition, Philadelphia: Lippincott.
2. Tommy M A (2009) Guide to Nursing Management and Leadership. 8th edition, St. Louis: Mosby.
3. Swansburg RC and Swansburg RJ. Introduction to management and leadership for nurse managers.)Latest Ed). London: Jones and Bartlett publisher.

Student assessment practices:

- Students' active participation in both learning and teaching procedures
 - Presenting an operational project prepared throughout applying management tenets in clinical field
-

Title of the Course: Leaderships' Concepts and Theories in Nursing

Code of the course: 08

Number of Credits: 2

Type of the course: theoretical

Prerequisite: 04, 07

Principal objective(s) of the course:

- The evolutionary history of leadership theories
- The fundamental elements of leadership in various theories
- Theories and patterns of leadership
- Motivation
- Conflict
- Decisiveness
- Negotiation
- T.A. (Transactional Analysis)
- Meetings management
- Learning organizations (organizational counselling)
- Power and its resources in the health system

Course description:

In this module, students study the theories and concepts of leadership, leadership methodologies, and skills to make contact with various groups in the health system. Additionally, they acquire the leadership and organizational behavior management in categories such as conflict, decisiveness, negotiation, counseling etc.

Main topics: 34 hours

Theoretical 2 units (34 hours)

Practical - units (- hours)

Principal reference(s):

1. Sullivan EJ. (2012) Effective leadership and management in nursing (8th Ed). St. Louis: Mosby Company.
2. Huber, Diane. (2013) Leadership and nursing care management. 5th Ed. Elsevier, USA
3. Tommy M A (2009) Guide to Nursing Management and Leadership. 8th edition, St. Louis: Mosby.

4. Marquis, BL, Huston CJ (2012) Leadership Roles and Management Functions in Nursing. 7th edition, Philadelphia: Lippincott.

Student assessment practices:

- Assessing students' activities and presence in class and their assignments
 - Final written examination
-

Title of the Course: Quality and Quality Improvement in Health Care and Nursing Services

Code of the course: 09

Number of Credits: 3

Type of the course: theoretical and practicum

Prerequisite: 07

Principal objective(s) of the course:

I. Theory

- Principles and concepts of quality in organization
- Theories and patterns of quality in organization
- Quality improvement processes in nursing services
- Management and efficiency strategies for nursing services
- Quality control management and prevention of risks in hospital
- Risk management and patient safety
- Clinical auditing of nursing cares
- Clinical effectiveness and evidence-based nursing care
- The establishment of clinical governance and its challenges
- Accreditation criteria and indicators in hospitals
- Evaluation of nursing services

Internship:

- In addition to an active participation in class, applicants are required to devise the necessary standards of care in line with the concepts and principles of quality control services tailored to their specific setting. The end is to acquire the capabilities needed for controlling, evaluating and improving nursing services.
- To conduct surveys in clinical milieus, and to audit the structures, processes and outcomes of clinical nursing care

Course description:

In this module, the principles of quality in organizations and quality control procedures, evaluation, and constant improvement of offered service quality in three dimensions of structure, process, and consequence will be surveyed. This will be carried out with respect to the quality of nursing care and patient-centered service delivery.

Main topics: 85 hours

Theoretical 2 units (34 hours)

Practical 1 unit (51 hours)

Principal reference(s):

- 1- Cherry, B., and Jacob, SR., 2011. Contemporary Nursing; Issues, Trends, and Management. 5th Ed. St. Louis, Missouri: Elsevier Mosby.
- 2- Marquis, BL., and Huston, CJ. 2014. Leadership Roles and Management Functions in Nursing; theory and application. 8th Ed. Philadelphia: Wolters Kluwer/ Lippincott.
- 3- McSherry, R., and Pearce, P., 2011. Clinical governance A guide to implementation for healthcare professionals. 3th Ed. West Sussex: Wiley-blackwell.
- 4- RCN, 2000. Clinical Governance: How Nurses Can Get Involved. Royal College of Nursing. London.

Student assessment practices:

- A summary of the concepts in the lesson cards
 - Final written examination
 - Assessing the activities and students' attendance in class and their assignments
 - Practical evaluation (projects and portfolio)
-

Title of the Course: Health Economics

Code of the course: 10

Number of Credits: 1.5

Type of the course: theoretical and practical

Prerequisite: 07, 09

Principal objective(s) of the course:

I. Theory

- The definition of the concepts of health economics
- Supply and demand in the health system
- Delineating of health system
- Prioritizing the health needs of the community
- The efficiency and effectiveness of nursing care, public health and health economics
- Entrepreneurship and marketing in community health services
- The concepts of equality and justice
- Methods of payment and financing of the health system
- Insurance, supplying out of public funds
- Methods and models of allocation of resources
- Issues of the health system
- Issues of health economy
- Challenges of the health economy
- Health economy in developed countries
- Analysis of cost - effectiveness
- Analysis of cost - benefit
- Health care employees' salaries and hospital costs

II. Practice

- Evaluating the efficiency and effectiveness of nursing care in a hospital
- Evaluating methods and models of resource allocation in the health system

Course description:

This course presents the basic concepts and fundamental mechanisms of economics in the health system with which the development, improvement, and an increase in productivity will be achieved.

Main topics: 34 hours

Theoretical 1 unit (17 hours)

Practical 0.5 units (17 hours)

Principal reference(s):

1- Folland, S. Goodman, A.C. and Stano M. (2012) Economics of Health and Health Care. Pearson Prentice-Hall, New Jersey.

2- McPake, B.; Normand, C. (2013) Health Economics in International Perspective. Taylor Francis

Student assessment practices:

- A summary of the concepts in the lesson cards
 - Written final examination
 - Assessing the activities, students' attendance in class and their assignments
 - Practical assessment (project)
-

Title of the Course: Strategic and Operational Planning in Nursing

Code of the course: 11

Number of Credits: 2

Type of the course: theoretical and practicum

Prerequisite: 07, 09, 10

Principal objective(s) of the course:

I. Theory (1 credit, 26 hours)

- A survey of the concept of strategy
- Basic principles of strategic management
- Different levels of planning (strategic, intermediate, and operational)
- Levels of strategy
- Organizational status of strategic planning
- Strategic planning and implementation process
- Models of strategic planning
- Implementation, structure, and institutionalization of strategy
- Operational planning and its implementation process
- The state of developing policies and procedures
- The merits and demerits of planning
- Fundamental principles of Future Studies

II. Practice (0.5 credits, 26 hours)

Students are required to actively participate in the formulation and analysis of clinical nursing services, and also to formulate strategic planning and policies in the domain of nursing care. These initiations should be devised with respect to academic milieus to achieve diverse nursing management skills.

Course description:

In this module applicants will study strategic and operational planning process. They also learn strategic planning practices and models to put their skills into practice in different levels of nursing services.

Main topics: 51 hours

Theoretical 1.5 units (26 hours)

Practical 0.5 units (25 hours)

Principal reference(s):

- 1- Marquis, BL, Huston CJ (2014) Leadership Roles and Management Functions in Nursing. 8th edition, Philadelphia: Lippincott.
- 2- Tommy M A (2009) Guide to Nursing Management and Leadership. 8th edition, St. Louis: Mosby.

Student assessment practices:

- A summary of the concepts in the lesson cards
 - Written final examination
 - Assessing the activities, students' attendance in class, and their assignments
 - Practical assessment (project)
-

Title of the Course: Change Management in Nursing

Code of the course: 12

Number of Credits: 2

Type of the course: theoretical

Prerequisite: 08, 11, 13

Principal objective(s) of the course:

- Theories of change process
- Change management in health care and nursing services
- Learning organizations
- Virtual organizations
- Knowledge management
- Creative and systematic thinking in nursing
- Critical thinking
- Development and organizational change in the health care organizations

Course description:

Obtaining knowledge of the process of change in the organization, organizational change, knowledge management in health care organizations, and acquiring capabilities in the realm of nursing services are desired.

Main topics: 34 hours

Theoretical 2 units (34hours)

Practical -- units (-- hours)

Principal reference(s):

- 1- Chambers Clark C. 2009.Creative nursing leadership and management. London: Jones and Bartlett publisher.
- 2- Grossman S. Valiqa T. 2012. The new leadership challenge: Creative the future of nursing. Philadelphia: F.A.Davice Company.

Student assessment practices:

- A summary of the concepts in the lesson cards
 - Final written examination
 - Assessing the activities, students' attendance in class, and their assignments
-

Title of the Course: Entrepreneurship in Nursing Services Management

Code of the course: 13

Number of Credits: 2

Type of the course: theoretical and practical

Prerequisite: 10, 12

Principal objective(s) of the course:

I. Theory

- History of the entrepreneurial process
- Leadership and entrepreneurship
- Professionalism and entrepreneurship
- The necessity for creativity and innovation in organizations
- The role of milieu in growth and entrepreneurship
- Development of entrepreneurship
- Economical and cultural interaction in entrepreneurship
- Planning and managing small businesses in providing nursing care
- Innovative health organization
- Novel approaches to entrepreneurship training
- Decision making criteria and risk management in entrepreneurship
- Approaches and models of entrepreneurship
- Business policy
- Marketing and associated theories
- Pricing and retailing health services
- Research and strategy in health marketing

Course description:

In the course of this module students will study the principles of entrepreneurship as well as leadership in entrepreneurial organizations. Besides, they will acquire skills in new approaches to entrepreneurship training, small business planning together with entrepreneurial skills in nursing services.

Main topics: 43 hours

Theoretical 1.5 units (26 hours)

Practical 0.5 units (17 hours)

Principal reference(s):

- 1- Abernathy Sh. 2011. Nursing Entrepreneurship for the 21st Century: Starting a Nursing-Operated Business.
- 2- Robert D. Hisrich, Michael P. Peters. Dean A. Shepherd. 2013, Entrepreneurship, 9th,
- 3- Peter Drucker, 2015. Innovation and Entrepreneurship. Harper and Row Publisher Inc.

Student assessment practices:

- Final written examination
 - Assessing the activities, students' attendance in class and their assignments
 - Practical evaluation will be in the form of designing and developing an entrepreneurial planning of small businesses in the field of nursing services.
-

Title of the Course: Human Resource Management in Nursing

Code of the course: 14

Number of Credits: 3

Type of the course: theoretical and practicum

Prerequisite: 07, 08, 09, 11, 12

Principal objective(s) of the course:

I. Theory

- A historical survey of human resources management
- Estimates of human resources in nursing
- Recruiting, designation, and retention of human resources
- Classification of occupation
- Job analysis
- Labor productivity
- Evaluation of human resources
- Development and improvement of human resources
- Management development
- Career promotion
- Professional and organizational rules and regulations
- Legal challenges in nursing

II. Internship

Students are required to estimate and evaluate the number and composition of the nurses with regard to care essentials in the areas of clinical nursing services in various sectors. Moreover, participating in professional nursing organizations and nursing institutions in the associated ministry they become competent in recruiting, designation and retention of human resources to postulate relevant and applicable solutions.

Course description:

During this module applicants will study the principles of human resource management, including recruiting, designating, and estimating the desired manpower along with the retention, classification, and training management of the staff in line with their career efficiency. As a consequence, applicants should be able to put into practice the presented material in a clinical milieu during their internship.

Main topics: 85 hours

Theoretical 2 units (34 hours)

Practical 1 unit (51 hours)

Principal reference(s):

1- Marquis, BL, Huston CJ (2012) Leadership Roles and Management Functions in Nursing. 7th edition, Philadelphia: Lippincott.

2- Tommy M A (2009) Guide to Nursing Management and Leadership. 8th edition, St. Louis: Mosby.

3- Fallon F Jr.; McConnell Ch. R. 2013. Human Resource Management in Health Care: Principles and Practices 2nd Ed. Jones and Bartlett learning Company.

Student assessment practices:

- A summary of the concepts in the lesson cards
 - Final written examination
 - Assessing the activities, students attendance in class and their assignments
 - Practical evaluation (projects and logbook)
-

Title of the Course: Crisis and Disaster Management in Health Care System

Code of the course: 15

Number of credits: 2

Type of the course: theoretical and practical

Prerequisite: 11, 12

Principal objective(s) of the course:

I. Theory

- The history of crisis and disaster management
- The basic concepts of crisis management
- Emergency Operations Center
- Disaster Command System, e.g., ICS and H ICS
- Planning in Crisis
- Passive defense
- Safety and security
- The basic concepts of disaster management
- Disaster management (or emergency management)
- Preparation in crisis or disaster management

II. Practice (17 hours)

- Evaluation of clinical settings to identify the factors accountable for the crisis
- Providing a plan for the control and management of the factors identified
- Evaluation of the clinical settings to control and manage disasters

Course description:

In this module the history of crisis and disaster management in the health care system will be explored. In addition, mechanisms for analyzing the causes of crisis and disaster will be covered to obtain and improve the necessary skills at planning, controlling, and managing the crisis.

Main topics: 43 hours

Theoretical 1.5 units (26 hours)

Practical 0.5 units (17 hours)

Principal reference(s):

- 1- Robert Powers, Elaine Daily. International disaster nursing. Cambridge University Press. Latest version

2- Weiss S. Tappan R. 2014. Essential of nursing leadership and management. 6th Ed. Philadelphia: F.A.Davice Company

3- Fagel MJ. 2013. Crisis Management and Emergency Planning: Preparing for Today's Challenges. 1st Ed. Taylor and Francis Group.

Student assessment practices:

- A summary of the concepts in the lesson cards
 - Final written examination
 - Assessing the activities, students' attendance in class, and their assignments
 - Practical evaluation (projects and logbook)
-

Title of the Course: Case Management Seminar

Code of the course: 16

Number of credits: 2

Type of the course: theoretical and internship

Prerequisite: 07, 08, 09

Principal objective(s) of the course:

I. Theory (17 hours)

- The history and principles of case management
- Understanding the methods of recognition of the case under investigation
- Methods in the analysis of scenarios and case studied

• Internship (51 hours)

- Knowledge of the case under investigation
- Employing conventional methods in the analysis of scenarios and situations studied
- Initial design in case management
- To carry out a plan and monitor its progress
- Evaluating the results obtained from the management investigated by means of measuring the quality of care and cost spent
- To prepare a report and submit it

Course description:

This module is offered in the form of an internship intended to train skills and knowledge necessary in investigating a case of nursing care and nursing care management with respect to the issues surrounding it, including the review of coordination and cooperation in various wards. Students are required to acquire skills and conduct an applied research in the field of discernment and analysis of health care and enhancement of the quality of care together with reducing the costs and time of hospitalization.

Main topics: 68 hours

Theoretical 1 unit (17 hours)

Practical 1 unit (51 hours)

Principal reference(s):

- 1- Weiss S. Tappan R. 2014. Essential of nursing leadership and management. 6th Ed. Philadelphia: F.A.Davice Company

2- Leonard M., Miller E.; 2012 Nursing Case Management Review and Resource Manual. 4th Ed. by NACC.

3- Frankel AJ. and Gelman Sh R.2012. Case Management: An Introduction to Concepts and Skills, 3th. Ed. Yceum books Inc.

Student assessment practices:

- Assessing the activities, students' attendance in classes, and their assignments
- Oral assessment in the form of presentation
- Practical assessment (projects and logbook)