MSC NURSING (ADVANCED LEADERSHIP)

MODULE DESCRIPTOR

Rationale of Module
Nurses and midwives in Ireland are working within a healthcare arena, which is experiencing significant change, increasing complexity of care delivery in both the acute hospital and community setting and health service reform. The Institute of Medicine (2011), in its report The Future of Nursing: Leading Change, Advancing Health, proposed that nurses and midwives are ideally positioned to meet the challenges of healthcare reforms and calls for nurses to lead innovative strategies to improve the health care system for all service users. In order to effectively lead and manage change initiatives, nurses and midwives, an advanced understanding of the theory and practice of change management is essential.

Module Aims
This module aims to provide students with a systematic understanding of knowledge on the field of change management, so as to foster a critical awareness of current problems and/or new insights and enable the student to effectively lead, manage, implement and evaluate change initiatives in their practice area.

Learning Outcomes
On successful completion of this module, the student will be able to:

- Critically evaluate the theoretical approaches to change management and organisational behaviour in health care;
- Critically analyse factors the internal & external political, socio-economic and technological drivers of change in healthcare;
- Critically evaluate the role of leadership and managers in the planning and implementation of change;
- Critically explore the relationships between change management and organisational culture in healthcare.

<table>
<thead>
<tr>
<th>Module Title</th>
<th>Change Management: Theory &amp; Practice</th>
</tr>
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<tbody>
<tr>
<td>Level of Learning</td>
<td>9 NFQ</td>
</tr>
<tr>
<td>Pre-requisite course</td>
<td>Primary degree or equivalent</td>
</tr>
<tr>
<td>ECTS Credits</td>
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<td>Module Coordinator</td>
<td>Dr. Tom O’Connor</td>
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Indicative Syllabus

- Change management models and theories
- Context and political, socio-economic and technological drivers of change in healthcare
- The role of managers and change agents in the change process
- Leadership skills in change management
- Power, organisational culture and change management
- Politics of change and conflict resolution
- Strategic aspects of organisational change
- The relationship between organisational change and organisational capability
- Resistance in change management
- Emotional management in change processes
- Reflective practice in organisational change

Teaching Learning Activities

<table>
<thead>
<tr>
<th>Teaching Activity</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact time (face to face, online tuition, discussion forum, group work, PBL)</td>
<td>18</td>
</tr>
<tr>
<td>On Line Contact Hours</td>
<td>12</td>
</tr>
<tr>
<td>Independent learning time</td>
<td>175</td>
</tr>
<tr>
<td>Course work preparation</td>
<td>45</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
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Examination/Assessment Method

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<th>Type of Assessment (Continuous/Terminal)</th>
<th>Weighting</th>
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<tr>
<td>Presentation</td>
<td>Terminal</td>
<td>25%</td>
</tr>
<tr>
<td>Written Assignment</td>
<td>Terminal</td>
<td>75%</td>
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Indicative Reading List


Articles from the following Journals
- Harvard Business Review
- Journal of Change Management
- Journal of Organizational Change Management
- Journal of Nursing Management
- Journal of Nursing Administration
- Journal of Advanced Nursing
- Journal of Clinical Nursing
- Nurse Leader
• Journal of Interprofessional Care
• Strategy and Leadership
• RCSI Library Databases which includes the E-Journal Portal with an A-Z list of online journals

Recommended Web-sites * All checked and active September 2014
• HSELand.ie- http://www.hsland.ie/tohm/default.asp
• The Office for Health Management – archive website http://www.hsland.ie/
• The Department of Health – http://health.gov.ie/
• The Department of Health (UK) – https://www.gov.uk/government/organisations/department-of-health
• International Council of Nurses (ICN) Leadership for Change programme http://leadership.icn.ch/lfc/
• The King’s Fund (UK)- http://www.kingsfund.org.uk/

Date of Last Revision: April 2014