
UNIT CODE AND TITLE	BH903 Leadership in Health Services Management
AUTHOR	Eileen Sellers
SCHOOL	School of Business
COURSE	Master of Business Administration (Health Services Management)
PREREQUISITE (S)	BH901 Contemporary Issues in Health Services Management
COREQUISITE (S)	Nil
DURATION	One Semester

OBJECTIVES

Leadership in the health care setting is the focus of this unit. Emphasis is placed on the need to ensure that human resources receive full and proper consideration when managing resources in the human service sector. An extensive account of traditional and contemporary leadership theory is presented and the opportunity is provided for students to apply these theoretical perspectives to their own workplace situation.

Active participation in the unit is expected to enable students to:

Knowledge

- discuss international trends in leadership practices
- examine the evolution of leadership theory
- compare and contrast the roles of leaders and managers
- define and explore the value systems and perspectives from which various leadership approaches evolve
- compare and contrast the efficacy of various leadership strategies in discrete situations

Skills

- analyse selected leadership theories
- effectively apply established principles to decision-making regarding leadership strategies
- adopt a leadership stance which is appropriate in distinct situations
- evaluate the effectiveness of selected leadership strategies
- recommend strategies to improve leadership in the health care sector

Values / attitudes

- appreciate the need for effective leadership in health care
- value a variety of leadership approaches
- appreciate the potential for improvement in leadership in health services management
- demonstrate ethical practice in all aspects of leadership in health services management

CONTENT

Content of the unit will comprise:

- Definitions of leadership
- Ethical principles related to leadership
- Traditional and contemporary leadership models
- Leadership and power relationships
- Situational variables influencing leadership styles
- The art and practice of 'followership'
- Inter-relationships amongst managers, teams, and individuals

LEARNING TASKS AND ASSESSMENT

LEARNING TASK	ASSESSMENT (GRADING)	WEIGHTING (%)
Illustrate selected style in given scenario	Role play	40%
Essay	Written assignment	60%

METHODOLOGY

This unit will involve a significant amount of self-directed learning, and may employ lectures, interactive tutorials, on-line learning and participation, and/or student directed project groups.

REFERENCES

Bolman, L.G. & Deal, T.E. (1997) *Reframing organisations: artistry, choice and leadership*. San Francisco: Jossey-Bass.

Fottler, M.D., Hernandez, S.R., Joiner, C.L. & Associates (1994) *Strategic management of human resources in health service organisations*. Albany, NY: Delmar.

Heider, J. (1986) *The Tao of leadership: Lao Tzu's Tao Te Ching adapted for a new age*. New York: Bantam Books.

Purtilo, R. (1993) *Ethical dimensions in the health professions* (2nded.). Philadelphia: W.B. Saunders.

Shortell, S., Kaluzny, A & Associates (Ed.) (1995) *Health care management: organisation, design and behavior*. Albany, NY: Delmar Publishers.

Tjosvold, D.T. & Tjosvold, M.M. (1995) *Psychology for leaders: using motivation, conflict and power to manage more effectively*. New York: John Wiley.

Selected journal articles and websites