School of Nursing

SNPG902: Effective Management in Health

Subject Outline
Autumn, 2016
Flexible
Wollongong

Subject Information
Credit Points: 6
Pre-requisite(s): Nil
Co-requisite(s): Nil
Restrictions: Nil
Contact Hours: 4 Study Days

Subject Contacts
Subject Coordinator/Lecturer
Name: Dr Terry Froggatt
Location: Wollongong, Building 41, Room 111
Telephone: 61 2 4221 3766 or 0429057712
Email: terry_froggatt@uow.edu.au
Consultation mode and times: Email for appointment

Student Support and Advice
For general enquiries please contact StudentHub 41:
Location: 41.138B
Telephone:
Email: smah-students@uow.edu.au
Student Consultation and Communication

University staff receive many emails each day. In order to enable them to respond to your emails appropriately and in a timely fashion, students are asked to observe basic requirements of professional communication:

Please ensure that you include your full name and student number and identify your practical class or tutorial group in your email so that staff know who they are communicating with and can follow-up personally where appropriate.

Consider what the communication is about

- Is your question addressed elsewhere (e.g. in the subject outline or, on the eLearning site)?
- Is it something that is better discussed in person or by telephone? This may be the case if your query requires a lengthy response or a dialogue in order to address. If so, see consultation times above and/or schedule an appointment.
- Are you addressing your request to the most appropriate person?

Specific email subject title to enable easy identification of issue

- Identify the subject code of the subject you are enquiring about (as staff may be involved in more than one subject) put this in the email subject heading. Add a brief, specific query reference after the subject code where appropriate.

Professional courtesy

- Address the staff member appropriately by name (and formal title if you do not yet know them).
- Use full words (avoid ‘text-speak’ abbreviations), correct grammar and correct spelling.
- Be respectful and courteous.
- Allow 3 – 4 working days for a response before following up. If the matter is legitimately urgent, you may wish to try telephoning the staff member (and leaving a voicemail message if necessary) or inquiring at the School Office.
# Table of Contents

Section A: General Information ............................................................................................................... 4  
Subject Learning Outcomes .................................................................................................................. 4  
Subject Description ................................................................................................................................. 4  
eLearning Space ........................................................................................................................................ 4  
Lecture, Tutorial, Laboratory Times ....................................................................................................... 4  
Readings, References and Materials ...................................................................................................... 5  
  Prescribed Textbooks ............................................................................................................................. 5  
  Prescribed Readings (includes eReadings) ............................................................................................. 5  
  Materials .................................................................................................................................................. 5  
  Recommended Additional Readings ......................................................................................................... 5  
Recent Changes to this Subject ................................................................................................................. 5  
List of Topics Covered .............................................................................................................................. 5  
Section B: Assessment .............................................................................................................................. 6  
  Assessment Summary ............................................................................................................................... 6  
  Details of Assessment Tasks .................................................................................................................... 6  
  Minimum Requirements for a Pass in this Subject ................................................................................ 7  
    Minimum Student Attendance and Participation: ................................................................................. 7  
  Scaling:.................................................................................................................................................... 7  
  Late Submission:....................................................................................................................................... 7  
    Late Submission Penalty:....................................................................................................................... 7  
  System of Referencing Used for Written Work ..................................................................................... 8  
Use of Internet Sources ............................................................................................................................ 8  
Plagiarism ................................................................................................................................................ 8  
  Submission of Assignments .................................................................................................................... 9  
  Assessment Return .................................................................................................................................. 9  
Section C: General Advice ......................................................................................................................... 10  
  University Policies ................................................................................................................................. 10  
  Student Support Services and Facilities ................................................................................................. 10  
  Student Etiquette .................................................................................................................................... 10  
  Version Control Table ............................................................................................................................ 10
Section A: General Information

Subject Learning Outcomes
On completion of this subject, students should be able to:

1. identify and critically appraise theories of management in order to locate management issues as they arise;
2. demonstrate a knowledge and comprehension of Covey’s theory of personal development towards effective leadership;
3. demonstrate a knowledge and comprehension of personality differences in perception and decision making in the health care sector;
4. recognise and analyse personal changes in relation to health care settings as well as respond to change within the organisation and changing management goals within the organisation;
5. critically evaluate multi-cultural factors in health care settings;
6. establish effective channels of communication with senior health sector personnel to assist professional networking and effective leadership;
7. plan the effective use of personnel's time within the work environment;
8. and effectively establish goals and set priorities through Operational and Strategic Planning scenarios.

Subject Description
This subject provides an introduction to management and leadership for new or emerging managers in health care. It focuses on developing an awareness of each student's strengths and abilities, and explores important aspects of management in physical and human resources. This subject includes: Covey's leadership theories; time management; conflict theory; managing conflict; grievance procedures; culture; socialization; communication; change theories; change in cultures; reality shock; individual responsibilities; management/leadership responsibilities; awareness of the responsibilities of others; risk assessment; and risk management.

eLearning Space
This subject has materials and activities available via eLearning. To access eLearning you must have a UOW user account name and password, and be enrolled in the subject. eLearning is accessed via SOLS (student online services). Log on to SOLS and then click on the eLearning link in the menu column. For information regarding the eLearning spaces please use the following link:
http://uowblogs.com/moodlelab/files/2013/05/Moodle_StudentGuide-1petpo7.pdf

Lecture, Tutorial, Laboratory Times
Dates for study days and weeks will be listed online. Check latest timetabling information on the ‘Current Student’ webpage on UOW website or log into SOLS to view your personal timetable prior to attending classes.

Timetable information can be accessed from

Key University Dates can be accessed from
Readings, References and Materials

Prescribed Textbooks
It is expected that students will purchase the following text.

Covey, SR 2004, The 7 habits of highly effective people, Free Press, New York

Prescribed Readings (includes eReadings)
A list of prescribed readings for this subject is available on the eLearning site for this subject. Students are not expected to purchase these. They are available to students through the library on the subject’s eLearning site.

Materials
Nil

Recommended Additional Readings
Additional references that complement the prescribed readings and textbooks are available to students via the eLearning site for this subject.

Recommended readings are not intended as an exhaustive list, students should use the Library catalogue and databases to locate additional resources.

Recent Changes to this Subject
Nil

List of Topics Covered
A Timetable of Topics will be available from the eLearning site in week 1 of session.
Section B: Assessment

Assessment Summary

<table>
<thead>
<tr>
<th>Assessment Item</th>
<th>Form of Assessment</th>
<th>Due Date</th>
<th>Return/Feedback Due Dates</th>
<th>Weighting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment 1</td>
<td>Assignment</td>
<td>Friday 8th April (Week 6)</td>
<td>2 weeks after submission date</td>
<td>25%</td>
</tr>
<tr>
<td>Assessment 2</td>
<td>Journal</td>
<td>Friday 3rd June (Week 13)</td>
<td>2 weeks after submission date</td>
<td>50%</td>
</tr>
<tr>
<td>Assessment 3</td>
<td>Seminar Presentation</td>
<td>During Workshop</td>
<td>Release of Results</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Total Marks 100%</td>
</tr>
</tbody>
</table>

Details of Assessment Tasks
Specific details about each assessment and the explicit marking criteria used to assess them will be available in the eLearning space for this subject by the first day of session.

Assessment 1

<table>
<thead>
<tr>
<th>Due date</th>
<th>Friday 8th April Week 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting</td>
<td>25%</td>
</tr>
</tbody>
</table>

Submission
Submit an electronic copy of your assessment via upload to eLearning
Please refer to detailed information regarding submission of assignments on the subject’s eLearning site.

Type of Collaboration
Individual Assessment

Length
Specific details about this assessment task are available in eLearning

Details
Case Study

Style and format
Assignment

Subject Learning Outcomes
1-5, 7

Marking Criteria
The marking criteria for this assessment task are available in eLearning

Assessment 2

<table>
<thead>
<tr>
<th>Due date</th>
<th>Friday 3rd June Week 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting</td>
<td>50%</td>
</tr>
</tbody>
</table>

Submission
Submit an electronic copy of your assessment via upload to eLearning
Please refer to detailed information regarding submission of assignments on the subject’s eLearning site.

Type of Collaboration
Individual Assessment

Length
Specific details about this assessment task are available in eLearning

Details
Journal

Style and format
Journal

Subject Learning Outcomes
1-7

Marking Criteria
The marking criteria for this assessment task are available in eLearning
Assessment 3 | Seminar Presentation
---|---
Due date | During Workshop
Weighting | 25%
Submission | Present to your tutor, lecturer
Type of Collaboration | Individual Assessment
Length | Specific details about this assessment task are available in eLearning
Details | Presentation
Style and format | Seminar Presentation
Subject Learning Outcomes | 1-8
Marking Criteria | The marking criteria for this assessment task are available in eLearning

**Minimum Requirements for a Pass in this Subject**

To receive a clear pass in this subject a total mark of 50% or more must be achieved. In addition, failure to meet any of the minimum performance requirements is grounds for awarding a Technical Fail (TF) in the subject, even where total marks accumulated are greater than 50%.

The minimum performance requirements for this subject are:

- attempt all assessment tasks
- pass the final assessment task

**Minimum Student Attendance and Participation:**

It is expected that students will allocate 12 hours per week to this subject, including any required class attendance, completion of prescribed readings and assessment tasks.

Student attendance at the workshops for domestic students is strongly recommended but not mandatory. Workshops are compulsory for international students who must attend the four workshops. Absences will require the submission of an application for Academic Consideration via SOLS and the presentation of suitable documentation, for example a Medical Certificate, to Student Central as soon as practical. For further details about applying for academic consideration visit the Student Central webpage: [http://www.uow.edu.au/student/central/academicconsideration/index.html](http://www.uow.edu.au/student/central/academicconsideration/index.html)

**Scaling:**

Scaling will not occur in this subject.

**Late Submission:**

Late submission of an assessment task without an approved extension of the deadline is not acceptable. If you are unable to submit an assessment due to extenuating circumstances (e.g. medical grounds or compassionate grounds), you can make an application of academic consideration. Not all circumstances qualify for academic consideration. For further details about applying for academic consideration visit the Student Central webpage: [http://www.uow.edu.au/student/central/academicconsideration/index.html](http://www.uow.edu.au/student/central/academicconsideration/index.html)

**Late Submission Penalty:**

Marks will be deducted for late submission at the rate of 5% of the total possible marks for that particular assessment task per day. This means that if a piece of work is marked out of 100, then the late penalty will be 5 marks per day (5% of 100 possible marks per day). The formula for calculating the late penalty is: the total possible marks x 0.05 x number of days late. For the purposes of this policy a weekend (Saturday and Sunday) will be regarded as two days.

For example:
• Student A submits an assignment which is marked out of 100. The assignment is submitted 7 days late. This means that a late penalty of 35 marks will apply \((100 \times 0.05 \times 7)\). The assignment is marked as per normal out of 100 and is given a mark of 85/100, and then the late penalty is applied. The result is that the student receives a final mark of 50/100 for the assignment \((85 \text{ (original mark)} - 35 \text{ marks (late penalty)} = 50/100 \text{ (final mark)})\).

• Student B submits a report which is marked out of 20. The report is submitted three days late. This means that a late penalty of 3 marks will apply \((20 \times 0.05 \times 3)\). The report is marked as per normal out of 20 and is given a mark of 17/20, and then the late penalty is applied. The result is that the student receives a final mark of 14/20 for the report \((17 \text{ (original mark)} - 3 \text{ marks (late penalty)} = 14/20 \text{ (final mark)})\).

No marks will be awarded for work submitted either after the assessment has been returned to the students or more than two weeks after the due date, whichever is the sooner. This does not apply to situations where a particular assessment task is undertaken by students at different times throughout the session, but where the assessment is based on experiments or case studies specific to a student. In this case no marks will be awarded for work submitted more than two weeks after the due date.

Notwithstanding this, students must complete all assessment tasks to a satisfactory standard and submit them, regardless of lateness or loss of marks, where submission is a condition of satisfactorily completing the subject.

**System of Referencing Used for Written Work**

The Author-Date (Harvard) referencing system should, unless otherwise specified for a particular assignment (check Details of Assessment Tasks), be utilised. A summary of the Harvard system can be accessed on the Library website at: [http://public01.library.uow.edu.au/refcite/style-guides/html/](http://public01.library.uow.edu.au/refcite/style-guides/html/)

**Use of Internet Sources**

Students are able to use the Internet to access the most current information on relevant topics and information. Internet sources should only be used after careful critical analysis of the currency of the information, the role and standing of the sponsoring institution, reputation and credentials of the author, the clarity of the information and the extent to which the information can be supported or ratified by other authoritative sources.

**Plagiarism**

The full policy on Academic Integrity and Plagiarism is found in the Policy Directory on the UOW website.

"The University's Academic Integrity and Plagiarism Policy, Faculty Handbooks and subject guides clearly set out the University\'s expectation that students submit only their own original work for assessment and avoid plagiarising the work of others or cheating. Re-using any of your own work (either in part or in full) which you have submitted previously for assessment is not permitted without appropriate acknowledgement. Plagiarism can be detected and has led to students being expelled from the University.

The use by students of any website that provides access to essays or other assessment items (sometimes marketed as ‘resources’), is extremely unwise. Students who provide an assessment item (or provide access to an assessment item) to others, either directly or indirectly (for example by uploading an assessment item to a website) are considered by the university to be intentionally or recklessly helping other students to cheat. This is considered academic misconduct and students place themselves at risk of being expelled from the University."

Submission of Assignments
Assignments are to be submitted via drop box in the eLearning site.

Refer to the submission requirements under the details of the individual assessments. Students should ensure that they receive a receipt acknowledging submission. Students will be required to produce this in the event that an assessment task is considered to be lost. Students are also expected to keep a copy of all their submitted assignments in the event that re-submission is required.

Assessment Return
Once your assignment has been marked and your Subject Coordinator releases results for the assessment you will be able to access feedback on your assignment within the assessment submission page on the Moodle site for this subject. This will include feedback within the marking guide, feedback comments and feedback files (where applicable) that provide you with your markers feedback on your written work. You will receive an automated notification that your assignment results are available for download / review within Moodle.

You can access feedback on your marked assignment on the Assignment submission page, when marks and feedback have been released to students, please note that the Feedback section appears at the bottom of the page.

Your final mark in the assessment task will be posted within SOLS.
Section C: General Advice

Students should refer to the Faculty of Science, Medicine and Health website for information on policies, learning and support services and other general advice.

University Policies

Students should be familiar with the following University policies:

a. Code of Practice – Teaching and Assessment

b. Student Charter

c. Academic Integrity and Plagiarism Policy

d. Student Academic Consideration Policy

e. Course Progress Policy

f. Graduate Qualities Policy

g. Academic Complaints Policy (Coursework and Honours Students)

h. Policy and Guidelines on Non-Discriminatory Language Practice and Presentation

i. Children in the Workplace and Study Environment Policy

j. Intellectual Property Policy

Student Support Services and Facilities

Students can access information on student support services and facilities at the following link. This includes information on “Academic Support”, “Starting at University”, “Help at University” as well as information and support on “Career’s and Jobs”. http://www.uow.edu.au/student/services/index.html

Student Etiquette

Guidelines on the use of email to contact teaching staff, mobile phone use in class and information on the university guide to eLearning ‘Netiquette’ can be found at http://www.uow.edu.au/student/elearning/netiquette/index.html

Version Control Table

<table>
<thead>
<tr>
<th>Version Control</th>
<th>Release Date</th>
<th>Author/Reviewer</th>
<th>Approved By</th>
<th>Amendment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>20151104</td>
<td>Dr Terry Froggatt – Subject Coordinator</td>
<td>Mrs Sonia Losanno – ADE Nominee</td>
<td>FINAL SNPG902 Autumn 2016 Subject Outline</td>
</tr>
</tbody>
</table>