School of Nursing

SNPG925: Effective Leadership

Subject Outline
Annual, 2016
Flexible
Wollongong

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

Subject Contacts
Subject Coordinator/Lecturer

<table>
<thead>
<tr>
<th>Name</th>
<th>A/Prof Angela Brown</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Wollongong, Building 41, Room 118</td>
</tr>
<tr>
<td>Telephone</td>
<td>61 2 4221 3123</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:angela_brown@uow.edu.au">angela_brown@uow.edu.au</a></td>
</tr>
<tr>
<td>Consultation mode and times</td>
<td>Email for appointment</td>
</tr>
</tbody>
</table>

Student Support and Advice
For general enquiries please contact StudentHub 41:

Location: 41.138B
Telephone: 61 2 4221 3492
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.
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Section A: General Information

Subject Learning Outcomes

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

1. critically appraise the practices that leaders use to facilitate change;
2. understand and debate the need to clarify personal values in order to lead by example;
3. critically analyse the skills and qualities needed to inspire a shared vision for change;
4. critically analyse the factors that help leaders challenge the process;
5. critically analyse the skills needed to empower others and enable them to act;
6. critically analyse the factors that contribute to creating a positive working environment.

Subject Description

This subject focuses on leadership that creates the climate in which people work together to achieve successful outcomes from the challenges they confront. Each topic is designed to increase the learners' understanding and knowledge of the characteristics of effective leadership and the various organisational environments in which leaders operate. Learners will be exposed to various models of leadership and encouraged to explore their own antecedent leadership characteristics. Leadership requires an understanding of organisational culture, interpersonal relationships, processes and systems. The Health Services environment presents unique leadership challenges which will be explored and analysed. Specifically, the subject examines five practices of leadership identified by Kouzes and Posner, namely: model the way, inspire a shared vision; challenge the process; enable others to act and encourage the heart.

eLearning Space

Your local health district facilitator will provide information concerning HSNet for sharing of information.

Lecture, Tutorial, Laboratory Times

Dates for study days and weeks are listed in Appendix 1
Readings, References and Materials

Prescribed Textbooks

Students will be given the following text


Prescribed Readings (includes eReadings)
Nil

Materials
Nil

Recommended Additional Readings

Additional references that complement the prescribed readings and textbooks are available to students at the workshops and through NSNet

Recent Changes to this Subject

i. Change to subject code
ii. Changes to assessments
iii. Modification to workshop content

List of Topics Covered

The following are examples of the topics to be covered in this course. This is not an exhaustive list and will be subject to change.

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
<th>Day 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Introduction to Leadership</td>
<td>▪ Values Clarification</td>
<td>▪ Exemplary Leadership Behaviours</td>
<td>▪ Enabling Practices</td>
</tr>
<tr>
<td>▪ Leadership Behaviours</td>
<td>▪ Organisational Values</td>
<td>▪ Influences and Concerns</td>
<td>▪ Generational leadership</td>
</tr>
<tr>
<td>▪ Goal Setting</td>
<td>▪ Teams and Team working</td>
<td>▪ Culture in the Workplace</td>
<td>▪ Celebrating Success</td>
</tr>
<tr>
<td>▪ Personal Development Planning</td>
<td>▪ Team Culture</td>
<td>▪ Stakeholder engagement</td>
<td>▪ Emancipatory Practice</td>
</tr>
<tr>
<td>▪ Reflection</td>
<td></td>
<td>▪ Networking</td>
<td></td>
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</tbody>
</table>
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>Reflection</td>
<td>See Appendix 1</td>
<td>See Appendix 1</td>
<td>25%,.</td>
</tr>
<tr>
<td>Assessment 2</td>
<td>Assignment</td>
<td>See Appendix 1</td>
<td>See Appendix 1</td>
<td>25%,.</td>
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<tr>
<td>Assessment 3</td>
<td>Assignment</td>
<td>See Appendix 1</td>
<td>See Appendix 1</td>
<td>50%</td>
</tr>
</tbody>
</table>

Total Marks 100%

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>See Appendix 1</th>
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<tbody>
<tr>
<td>Weighting</td>
<td>25%</td>
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</tbody>
</table>

Submission

Submit an electronic copy of your assignment see Appendix 1.

Please refer to detailed information regarding submission of assignments see Appendix 1.

Type of Collaboration

Individual Assessment

Length

2000 words

Details

Specific details about this assessment task are available in eLearning

Style and format

Action Plans and Reflection

Subject Learning Outcomes

1,

Marking Criteria

The marking criteria for this assessment task are available see Appendix 1

Assessment 2

<table>
<thead>
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<th>See Appendix 1</th>
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<tbody>
<tr>
<td>Weighting</td>
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</table>

Submission

Submit an electronic copy of your assignment see Appendix 1.

Please refer to detailed information regarding submission of assignments see Appendix 1.

Type of Collaboration

Individual Assessment

Length

2,500 words

Details

Specific details about this assessment task are available in Appendix 1

Style and format

Assignment

Subject Learning Outcomes

1, 2, 6

Marking Criteria

The marking criteria for this assessment task are available in eLearning
Assessment 3

<table>
<thead>
<tr>
<th>Due date</th>
<th>Assignment</th>
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</thead>
<tbody>
<tr>
<td>Weighting</td>
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<tr>
<td>Submission</td>
<td>Submit an electronic copy of your assignment see Appendix 1.</td>
</tr>
<tr>
<td>Type of Collaboration</td>
<td>Individual Assessment</td>
</tr>
<tr>
<td>Length</td>
<td>2,500 and Creative Work</td>
</tr>
<tr>
<td>Details</td>
<td>Specific details about this assessment task are available in Appendix 1</td>
</tr>
<tr>
<td>Style and format</td>
<td>Visual representation and narrative</td>
</tr>
<tr>
<td>Subject Learning Outcomes</td>
<td>2, 3, 4, 5, 6,</td>
</tr>
<tr>
<td>Marking Criteria</td>
<td>The marking criteria for this assessment task are available in Appendix 1</td>
</tr>
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</table>

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
- meet the minimum participation requirements set out below.

Minimum Student Attendance and Participation:

Student attendance at workshops is not an assessable component of this course, but attendance at workshops is compulsory and students must attend at least 75% of workshops. Absences will need to be discussed with the Local Health District Facilitator as soon as practical.

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 contact the Local Health District Facilitator

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 x 0.05 x 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 (original mark) – 35 marks (late penalty) = 50/100 (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 see Appendix 1

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. 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.
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>
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<tr>
<td>2</td>
<td>20160202</td>
<td>A/Prof Angela Brown – Subject Coordinator</td>
<td>Mrs Sonia Losinno – ADE nominee</td>
<td>Minor amendments to format</td>
</tr>
<tr>
<td>1</td>
<td>20151208</td>
<td>A/Prof Angela Brown – Subject Coordinator</td>
<td>Mrs Sonia Losinno – ADE nominee</td>
<td>FINAL SNPG925 Autumn 2016 Subject outline</td>
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