Course Change Request

Check Appropriate Boxes: Undergraduate credit □ Graduate credit □ Professional credit □

1. School/Division: Nursing
2. Academic Subject Code: Nurs
3. Current Course Number: D751
4. Current Credit Hours: 3
5. Current Title: Leadership in Complex Systems
6. Effective Semester/Year for changes listed below: Sum 2010
7. Instructor: TBA

Type of Change Requested (Check appropriate boxes and indicate changes)

☐ 8. Change course number to: ______________ (must be cleared with University Enrollment Services)

☐ 9. Current course title: Leadership in Complex Systems
   Change to: Relationship-centered Leadership in Complex Systems
   Recommended abbreviation (optional): __________________________ (Limited to 32 Characters including spaces)

☐ 10. Current credit hours fixed at: __________ or variable from: __________ to __________

☐ 11. Current lecture contact hours fixed at: __________ or variable from: __________ to __________

☐ 12. Current non-lecture contact hours fixed at: __________ or variable from: __________ to __________

☐ 13. Is this course currently graded with S-F (only) grades? Yes ☐ No ☐

☐ Change to S-F (only) grading? Yes ☐ No ☐

☐ 14. Does this course presently have variable title approval? Yes ☐ No ☐

☐ Is variable title approval being requested? Yes ☐ No ☐

☐ 15. Is this course being discontinued? For all campuses ☐ or for this campus only ☐

☐ 16. Current course description: Analysis and evaluation of theories and research that bear on leadership in complex systems. Leadership is explored in the complex system domains of education, healthcare, research, informatics, and public policy. Core competencies and strategies for leadership effectiveness are examined and evaluated.

Change course description to (not to exceed 50 words): Analysis and evaluation of theories and research that influence leadership in complex systems. Leadership is explored in the complex system domains of education, healthcare, research, informatics, and public policy. Internal and external sources of knowledge are evaluated and used to enhance leadership behavior/s. Core competencies and strategies for leadership effectiveness are examined and evaluated.

☐ 17. Justification for change: Update of theory/Leadership in Complex Systems

(Use additional paper if necessary)

☐ 18. Are the necessary reading materials currently available in the appropriate library?

☐ 19. A copy of every new course proposal must be submitted to departments, schools, or divisions in which there may be overlap of this course with existing courses or areas of strong concern, with instructions that they send comments directly to the originating Curriculum Committee. Please append a list of departments, schools, or divisions thus consulted.

Submitted by: ____________________________ Date: 2/19/09
Department Chair/Division Director

Approved by: ____________________________ Date: 2/19/09
Dean

Dean of Graduate School (when required) Date __________________________

Chancellor/Vice-President Date __________________________

University Enrollment Services Date __________________________

After School/Division approval, forward the last copy (without attachments) to University Enrollment Services for initial processing, and the remaining four copies and attachments to the Campus Chancellor or Vice-President.

UPS 725
INDIANA UNIVERSITY SCHOOL OF NURSING
Indianapolis Campus

D751 Relationship-centered Leadership in Complex Systems
Course Syllabus
Fall Semester

Course information

- Credit hours: 3 credits
- Placement in curriculum: admission to the PhD and/or DNP program or faculty permission
- Pre-requisites: none
- Co-requisites: none

Faculty

TBA

Course Description

Analysis and evaluation of theories and research that influence leadership in complex systems. Leadership is explored in the complex system domains of education, health service, research, informatics, and public policy. Internal and external sources of knowledge are evaluated and used to enhance leader behavior/s. Core competencies and strategies for leadership effectiveness are examined and evaluated.

Course competencies

This course assumes (a) that leadership is a transactional process whereby both the formally designated leader and the emergent leader influence others in order to achieve both individual and institutional goals, (b) that all doctorally-prepared healthcare professionals will be expected to function as leaders, and (c) that the process will involve interaction and engagement between and among individuals who are informed by attributes/competencies, environmental influences, team relationships, organizational culture, strategic planning and achievement of performance outcomes. Core competencies such as self-knowledge, strategic vision, risk taking and creativity, effective engagement, and inspiring and leading change will be discussed in terms of how they play out within complex systems. In this course, students will be expected to:
• Evaluate key leadership theories and themes
• Appraise personal leadership profile through ongoing reflective analysis
• Demonstrate effective engagement with others through the use of contemporary leadership strategies, such as conscious awareness processes, action inquiry, systems thinking, and others
• Synthesize internal and external sources of knowledge to effectively shape meaningful leader behavior/s.
• Examine the processes and strategies used to effectively lead in the following complex systems domains – health services, education, research, informatics, and public policy.

Course Content:

Complex Systems Defined
Contemporary Leadership Theories
Relationship-centered Leadership
  Relationship with self (reflective analysis, self-knowledge, evolving professional development)
  Relationships with others including groups and communities
  Interprofessional relationships
  Academic/Service Partnerships
Relationship-building Strategies
  Systems Thinking
  Communication
  Collaboration
  Accessibility, Accountability and Credibility
  Engaging stakeholders and constituents
  Conflict resolution
  Valuing diversity
  Action Inquiry
Shared Visioning and Strategic Planning
Effective Governance and Decision-making
Leading Sustained Change, Innovation, and Improvement

Advancing New Knowledge

Leadership Ethics

Organizational Culture

Required Text/s


Supplemental Resources


Web Sites: Examples of resources to be accessed for learning purposes


Institute of Medicine: http://www.iom.edu

Long Term Care Nursing Leadership and Management: http://itcnurseleader.umn.edu/resource.html.

National Business Coalition on Health: http://www.nbch.org

Nursing Leadership Institute: http://www.fau.edu/nli/about.html.

Society for Human Resource Management (see particularly materials on value of diversity): http://shrm.org

The Business Forum: http://www.bizforum.org (see particularly whitepaper on the Balanced Scorecard)

The Institute for Nursing Healthcare Leadership: http://home.caregroup.org/templatesnew/departments/CG/INHL


Links to decision making information and tools:

http://www.mindtools.com/pages/main/newMN_TED.htm Business oriented site?lots of information and links to decision making tools

http://www.managementhelp.org/prsn_prd/decision.htm Information on various management topics, including decision making

http://www.sjdm.org/ Society for Judgment and Decision Making?links to their journal?can access full text articles from the first volume

http://www.virtualsalt.com/crebook5.htm Interesting introduction to decision making
Links to leadership and complex systems:


http://www.dau.mil/pubs/dam/05_06_2006/reccmj06.pdf Article on leadership and systems thinking

http://www.goalsys.com/systemsthinking/ Set of articles on systems thinking, complex systems, and leadership

http://www.liv.ac.uk/ccr/2005_conf/subject_areas/mngt_files/papers/PublicLeadershipEtc.pdf Article on public leadership and complex systems

http://www.plexusinstitute.org/edgeware/archive/think/main_filing2.html article on leadership innovations in complex systems

Teaching strategies

• Discussion

• Required and Supplemental Readings

• Required Learning Activities

Evaluation and Grading

Reflective Analysis of Leadership Skills – ongoing reflective analysis of leadership strengths and challenges; using this growing self-knowledge, begin to construct an integrated profile of engaged leadership in a complex system. Weekly journal entries culminating in an analysis of evolving leadership capacity (using what you have learned in the course including engagement with self and faculty, peers and mentor), and future goals related to ongoing leadership development.

Leadership Ethics Case Study - Select one of the leadership ethics case studies (13.1, 13.2, or 13.3) presented in Northouse, pgs. 319 - 323. Briefly answer the questions associated with the case study you have selected

Analysis of Organizational Culture – complete a brief analysis of the culture in your current organization, addressing shared history, symbols, rituals and ceremonies, language and dress, overt and implicit norms of behavior, paying particular attention to the nature of relationships.

Leadership Paper – using one of the systems domains as a background, choose a leadership strategy to effect change/ innovation/improvement or advance new knowledge. Include a
relevant review of the literature on the nature of the problem or desired change, including its importance/significance. Clearly describe the method/s for implementation (who, what, when, where) and address how you would ensure that all opinions and ideas were heard. Incorporate how you would evaluate its success and ensure sustained change. Write a 15 page paper using the format of a professional journal (of your choice).

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<thead>
<tr>
<th>Course Participation</th>
<th>30%</th>
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<tbody>
<tr>
<td>Reflective Analysis of Leadership Skills</td>
<td>20%</td>
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<tr>
<td>Analysis of Organizational Culture</td>
<td>10%</td>
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<tr>
<td>Leadership Ethics Case Study</td>
<td>10%</td>
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<tr>
<td>Leadership Concept Paper</td>
<td>30%</td>
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<tr>
<td>TOTAL</td>
<td>100%</td>
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Grading Scale (IUPUI CAMPUS SCALE)

A+=                                  97-100  
A =                                  93-96.99 
A- =                                 90-92.99 
B+ =                                 87-89.99 
B =                                  83-86.99 
B- =                                 80-82.99 
C+ =                                 77-79.99 
C =                                  73-76.99 
C- =                                 70-72.99 
D+ =                                 67-69.99 
D =                                  63-66.99 
D- =                                 60-62.99 
F =                                  0-59.99

Academic Integrity:

This course complies with Indiana University School of Nursing policies and standards, and
those delineated in the *IU Code of Student Rights, Responsibilities, and Conduct:*

If you need any special accommodations due to a disability, please contact Adaptive Educational Services at 274-3241. The office is located in CA 001E.

**Note About Inclement Weather:**
In case of inclement weather the university may need to cancel classes. An announcement will be made on many Indianapolis TV and radio stations. You can also get information about the campus closing by dialing 317-278-1600. If classes are canceled, the School of Nursing will also cancel classes. If you live in a county that has declared a “Snow Emergency” do not try to come to class whether the campus closes or not. Use your best judgment: if you feel it is dangerous for you to drive, stay home.