

## COURSE SYLLABUS

### (1) GENERAL

<b>SCHOOL</b>	<b>HEALTH SCIENCES ADMINISTRATIVE AND ECONOMIC SCIENCES</b>		
<b>DEPARTMENTS</b>	<ul style="list-style-type: none"> <li>▪ SOCIAL WORK</li> <li>▪ NUTRITION AND DIETETICS SCIENCES</li> <li>▪ BUSINESS ADMINISTRATION AND TOURISM</li> </ul>		
<b>LEVEL OF STUDY</b>	Graduate/Master's		
<b>COURSE CODE</b>	CDDA-B01	<b>SEMESTER</b>	<b>B</b>
<b>COURSE TITLE</b>	<b>Leadership in Interdisciplinary Health and Social Care Teams</b>		
<b>INDEPENDENT TEACHING ACTIVITIES</b>		<b>TEACHING HOURS WEEKLY</b>	<b>CREDIT UNITS (ECTS)</b>
Lectures		3	7.5
<b>COURSE TYPE</b>	Specialization - Mandatory in Specialization 1		
<b>PREREQUISITE COURSES:</b>	-		
<b>LANGUAGE OF TEACHING and EXAMINATIONS:</b>	Greek		
<b>THE COURSE IS OFFERED TO ERASMUS STUDENTS</b>	-		
<b>COURSE WEBSITE (URL)</b>	<a href="https://eclass.hmu.gr/courses/SW355/">https://eclass.hmu.gr/courses/SW355/</a>		

### (2) LEARNING OUTCOMES

#### Learning Outcomes

The Leadership in Multidisciplinary Health and Care Teams course is designed to provide students with an understanding of the key principles and practices of leadership within multidisciplinary teams in health and social care. The course will cover various aspects of leadership, including various theories and models of leadership, conflict resolution, and decision making. Students will also be taught how to apply these principles and practices to real-world situations and develop critical thinking and problem-solving skills that will enable them to effectively lead and manage teams, with the ultimate goal of providing high-quality care and improve outcomes for the people they serve. The course also explores the role of communication, collaboration and relationship building in effective leadership, as well as the importance of self-reflection and continuous professional development for successful leadership. Through case studies, interactive discussions, experiential activities, and hands-on exercises, students will learn how to develop and implement effective strategies and techniques for managing day-to-day problems and how to address the unique challenges and opportunities faced by leaders in the health and social care sector.

The course is offered at postgraduate level and the learning outcomes correspond to level 7 of the European Qualifications Framework for Lifelong Learning (EQF). Based on the above, after the successful completion of the course, students are expected to have:

#### **Knowledge. Students will be able to:**

- They understand the trait and skill approaches to leadership.
- They know the behavioral and situational approach to leadership.
- They describe path-goal theory and leader-member transaction theory.
- They recognize contemporary positive and negative leadership styles.
- They understand gender disparities in leadership, like the glass ceiling and the labyrinth.
- They understand the dimension of culture in leadership, according to Hofstede's dimensions.
- They mention the theories of conflict management.

- They distinguish between passive, assertive and aggressive communication styles.
- Skills. Students will be able to:**
- They critically evaluate the positive and negative elements of trait approaches, skills, as well as behavioral and situational approaches.
  - They analyze the effectiveness of contemporary leadership styles in multidisciplinary health and social care teams.
  - They critically evaluate case studies relevant to leadership and management.
  - They compare and contrast different leadership styles.
  - They analyze the factors that influence the effectiveness of women as leaders.
  - They compare and describe culturally sensitive leadership strategies.
  - They describe the glass ceiling and the maze phenomenon in relation to gender differences in leadership.
  - They recognize conflicting behaviors and distinguish different communication styles (passive, assertive, aggressive).
- Abilities. Students will be able to:**
- They apply leadership principles to case studies and scenarios of interprofessional collaboration.
  - They use leadership skills with an emphasis on communication and teamwork.
  - They apply basic human resource management principles.
  - They understand and apply conflict management theories in practice.
  - They define and distinguish different communication styles (passive, assertive, aggressive) in conflict contexts.

**General Skills**

- The course aims for the students to acquire the following general skills:
- Search, analysis and synthesis of data and information, using the necessary technologies
  - Autonomous and group work
  - Demonstrating social, professional and ethical responsibility and sensitivity to gender issues
  - Work in an interdisciplinary environment
  - Decision making
  - Promotion of free creative and inductive thinking
  - Respect for diversity and multiculturalism

**(3) COURSE CONTENT**

- The course includes the following thematic sections:**
- Basic introductory concepts of leadership
  - The behavioral and situational approach
  - Process-Goal Theory & Leader-Member Transaction Theory
  - Contemporary leadership styles (transformational, authentic, servant, adaptive) & Ethical leadership.
  - Narcissistic leadership and negative leadership styles
  - Case studies: Effective leadership in health organizations
  - Principles of effective leadership and human resource management in health units
  - Developing leadership skills
  - Gender and leadership
  - Culture and leadership
  - Conflict and communication at work

**(4) TEACHING and LEARNING METHODS - EVALUATION**

<b>METHOD OF DELIVERY</b>	<b>The teaching of the course includes:</b> <ul style="list-style-type: none"> <li>• Interactive live and distance lectures (Lectures).</li> </ul>
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	<ul style="list-style-type: none"> <li>• Case studies and their critical commentary, exercises and group work during the course (Seminars).</li> <li>• Screening of some shows / documentaries and reflective discussion.</li> </ul>										
<b>USE OF INFORMATION AND COMMUNICATION TECHNOLOGIES</b>	View slides and videos. Use of the e-class electronic platform to access notes/ex. articles. By using the same platform and teachers.hmu.gr, frequent communication with the students about everything related to the educational process and academic life.										
<b>TEACHING ORGANIZATION</b>	<table border="1"> <thead> <tr> <th><b>Activity</b></th> <th><b>Semester Workload</b></th> </tr> </thead> <tbody> <tr> <td>Lectures, Seminars and Interactive teaching</td> <td>39</td> </tr> <tr> <td>Writing and presenting group work</td> <td>46</td> </tr> <tr> <td>Study and analysis of articles - bibliography - Independent Study</td> <td>105</td> </tr> <tr> <td><b>Total Course</b></td> <td><b>190</b></td> </tr> </tbody> </table>	<b>Activity</b>	<b>Semester Workload</b>	Lectures, Seminars and Interactive teaching	39	Writing and presenting group work	46	Study and analysis of articles - bibliography - Independent Study	105	<b>Total Course</b>	<b>190</b>
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<b>STUDENT EVALUATION</b>	<p><b>The course has 2 forms of assessment:</b></p> <ul style="list-style-type: none"> <li>▪ Final written exams with Multiple Choice Questions during the June exam period. Written exam weightage: 85% of the final grade.</li> <li>▪ A group work which is described in another document. Weight of written assignment: 15% of the final grade. Details and instructions for the assignment can be found in eclass</li> </ul> <p>All graded papers are accessible to students Evaluation language: Greek</p>										

##### (5) RECOMMENDED-BIBLIOGRAPHY

- *Main Edition*  
Northouse PG: *Leadership: Theory and Practice, 8th Edition, ISBN 9789604911356, Publisher: Papatotiriou, Athens.*

- **Suggested Bibliography:**  
Nerantzi E., Tziallas D., Bellou X., Kastanioti A., & Anagnostopoulos F. (2018). *Investigation of the leadership profile of nursing service executives in NHS hospitals. Archives of Hellenic Medicine, 35(5), 642-648.*  
Alvesson M. & Einola K. (2019). *Warning for excessive positivity: Authentic leadership and other traps in leadership studies. The Leadership Quarterly, 30(4), 383-395.*  
Banks, GC, McCauley, KD, Gardner, WL, & Guler, CE (2016). *A meta-analytic review of authentic and transformational leadership: A test for redundancy. The Leadership Quarterly, 27(4), 634-652.*  
Kritsotakis G., A., Markaki M., Psyllakis E., Vournazou E., Palyvou M., Linardakis. *Low and High Intragroup Conflict in Acute Care Nurses: The Role of Perceived Supervisor Narcissism. International Council of Nurses (ICN) Montreal, 1 - 5 July 2023.*  
Kritsotakis G., Gkorezis P., Andreadaki E., Theodoropoulou M., Grigoriou G., Alvizou A., Kostagiolas P., & Ratsika N. (2022). *Nursing practice environment and employee silence about patient safety: The mediating role of professional discrimination experienced by nurses. Journal of Advanced Nursing, 78(2), 434-445.https://doi.org/10.1111/jan.14994*  
Kritsotakis G., Psyllakis M., Karali E., Vournazou E., Rodousakis A.-G., Palyvou E., Ratsika N., Linardakis M. (2022). *Nurse supervisor's authentic leadership style and associations with moral distress in direct-care nurses. 150th Annual Public Health Association Meeting, 6-9 Nov 2022, Boston, USA.*  
Mousa M., Abdelgaffar HA, Aboramadan M., & Chaouali W. (2021). *Narcissistic leadership, employee silence, and organizational cynicism: A study of physicians in Egyptian public hospitals. International Journal of Public Administration, 44(15), 1309-1318.*

*Susilo AP, van den Eertwegh V., van Dalen J., & Scherpbier A. (2013). Leary's Rose to Improve Negotiation Skills among Health Professionals: Experiences from a Southeast Asian Culture. Education for Health, 26(1), 54-59.*

*Van Dierendonck D. (2011). Servant leadership: A review and synthesis. Journal of Management, 37(4), 1228-1261.*

**-Related scientific journals:**

- Administration & Society
- BMC Health Services Research
- Health Care Management Review
- Health Services Management Research
- Human Resource Management Journal
- International Journal of Health Planning and Management
- International Journal of Public Leadership
- Journal of Health Administration Education
- Journal of Health Organization and Management
- Journal of Health Politics, Policy and Law
- Journal of Healthcare Management
- Journal of Leadership & Organizational Studies
- Journal of Nursing Management
- Leadership in Health Services
- Public Administration Review
- The Leadership Quarterly