COURSE OUTLINE: BSCN4101 - LEADERSHIP & MGMT

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Course Code: Title	BSCN4101: LEADERSHIP AND MANAGEMENT
Program Number: Name	3401: HONOURS BSCN
Department:	BSCN - NURSING
Academic Year:	2025-2026
Course Description:	This course focuses on the theory and concepts of leadership and management in the professional nurse`s role. The emphasis is on key skills required by highly effective nurse leaders/managers such as critical thinking, conflict management, delegating, building teams, stress management, and leading change. Learners are required to integrate new and prior learning.
Total Credits:	3
Hours/Week:	3
Total Hours:	36
Prerequisites:	BSCN4000, BSCN4001, BSCN4002, BSCN4010
Corequisites:	BSCN4100, BSCN4110
Vocational Learning Outcomes (VLO's) addressed in this course: **Please refer to program web page for a complete listing of program outcomes where applicable.**	**3401 - HONOURS BSCN** VLO 1 Meet professional practice requirements as identified in the current Entry-to-Practice Competencies and Professional Standards of the College of Nurses of Ontario. VLO 2 Provide safe, competent, holistic care to diverse individuals, groups and populations in a variety of contexts based on the principles of nursing knowledge, ways of knowing, ethics, relationships, and cultural safety. VLO 3 Build professional relationships in a collaborative environment with other health care providers and actively engage in collaborative decision making around client care. VLO 4 Contribute to the nursing profession and healthcare through the practice of critical inquiry, self-reflection, and a commitment to professional growth through lifelong learning. VLO 5 Utilize critical thinking and reasoning to make evidence-informed clinical judgements. VLO 6 Practice nursing while demonstrating advocacy and leadership at the professional, political, and societal levels, in accordance with the values of social justice and equity. VLO 7 Utilize available technologies to communicate, educate, and provide appropriate care in a variety of contexts. VLO 8 Manage the care of people across the lifespan who have stable and unstable outcomes. VLO 9 Practice in a broad range of settings, with an emphasis on rural communities. VLO 10 Practice with an understanding of the history, ways of knowing, and culture of the Indigenous Peoples of Canada.

	VLO 11 Identify, support, and effect appropriate change in healthcare.
Essential Employability Skills (EES) addressed in this course:	EES 1 Communicate clearly, concisely and correctly in the written, spoken, and visual form that fulfills the purpose and meets the needs of the audience.
	EES 2 Respond to written, spoken, or visual messages in a manner that ensures effective communication.
	EES 6 Locate, select, organize, and document information using appropriate technology and information systems.
	EES 7 Analyze, evaluate, and apply relevant information from a variety of sources.
	EES 8 Show respect for the diverse opinions, values, belief systems, and contributions of others.
	EES 9 Interact with others in groups or teams that contribute to effective working relationships and the achievement of goals.
	EES 10 Manage the use of time and other resources to complete projects.
	EES 11 Take responsibility for ones own actions, decisions, and consequences.
Course Evaluation:	Passing Grade: 65%, A minimum program GPA of 2.0 or higher where program specific standards exist is required for graduation.
Other Course Evaluation & Assessment Requirements:	ETP: 1.23, 2.5, 2.12, 4.2, 4.3, 4.4, 6.2, 6.4, 6.5, 6.9, 6.11, 7.4, 7.14
Ends in View and Processes:	

Ends in View	Process
Distinguish between nursing management and leadership.	1.1. Identify the different roles nurses assume when working with individual clients, including caregiver, advocate, educator, and collaborator. 1.2. Outline ways in which nurses contribute to promoting health and preventing illness within community settings. 1.3. Describe the professional responsibilities of nurses in influencing nursing practice standards and contributing to the advancement of the profession. 1.4.Discuss how nurses can impact healthcare policy and decision-making at organizational, local, and national levels.

Ends in View	Process
Apply nursing, management, and leadership models/theories to specific situations that require nurse administrator involvement.	2.1. Describe how various leadership styles influence team dynamics, communication, and decision-making in nursing practice. 2.2. Explain the relevance of leadership concepts such as emotional intelligence, empowerment, and accountability in promoting quality care. 2.3. Compare and contrast different leadership theories in terms of their application to clinical and organizational nursing

settings.

2.4. Identify how effective nursing leadership contributes to patient safety, staff satisfaction, and quality improvement.

2.5. Discuss the role of self-awareness and personal leadership development in supporting professional nursing practice.

Ends in View	Process
Utilize the principles of change theory to explore strategies for initiating, executing, and evaluating change within a system.	3.1. Describe the role of nurses in shaping health policy at local, regional, and national levels. 3.2. Identify key strategies nurses use to influence policy, including advocacy, lobbying, coalition building, and participation in professional organizations. 3.3. Explain the policy-making process and how nurses can engage in each step to advocate for change. 3.4. Discuss examples of nurse-led initiatives that have resulted in policy or legislative change in healthcare. 3.5. Analyze current health policy issues and evaluate opportunities for nursing advocacy. 3.6. Recognize barriers to nurse involvement in policy and strategies to overcome them.
Ends in View	**Process**
Utilize research to focus on building an evidence-informed foundation for nursing administrative decisions related to teaming, stress management, and delegation.	4.1. Define key concepts related to safe, ethical, and evidence-informed nursing practice. 4.2. Describe how leadership behaviors and styles contribute to creating a culture of safety and ethical care. 4.3. Identify leadership practices that support the integration of evidence-based guidelines in clinical decision-making. 4.4. Examine the role of nurse leaders in promoting accountability, transparency, and ethical conduct within healthcare teams.
Ends in View	**Process**
Apply principles of conflict resolution in case study situations that require nurse administrator decisions.	5.1. Examine the role of nurse leaders in responding to practice environment changes, such as healthcare policy shifts or public health crises. 5.2. Apply leadership frameworks to develop action plans for addressing a selected issue within the nursing practice environment. 5.3. Collaborate with peers to propose innovative, evidence-informed strategies for managing emerging nursing challenges.

Ends in View	Process
Effectively integrate principles from various disciplines (economics, marketing, networking, budgeting) in functioning as nurse administrator.	6.1. Describe how healthcare system structures (e.g., public vs. private, centralized vs. decentralized) impact nursing roles and responsibilities. 6.2. Examine the relationship between workplace culture, leadership, and nursing practice outcomes. 6.3. Analyze how organizational policies and resource allocation affect patient safety, quality of care, and nurse satisfaction. 6.4. Evaluate the influence of health system reforms, accreditation standards, and regulatory bodies on nursing practice.
Ends in View	Process
Examine various ways nurse executives can build capacity for the organization to which they are assigned.	7.1. Synthesize knowledge from nursing theory, clinical practice, research, and concurrent coursework to address real-world healthcare issues. 7.2. Identify complex healthcare challenges that require interdisciplinary and collaborative solutions (e.g., chronic disease management, health equity, care transitions). 7.3. Demonstrate the ability to work collaboratively with peers and other disciplines to analyze and respond to healthcare challenges. 7.4. Apply relevant concepts and skills from leadership, ethics, communication, public health, and clinical practice in team-based problem-solving.
Ends in View	Process
Explore effective nursing communication strategies for nurses who function in the role as leader.	8.1. Assess personal leadership style using self-assessment tools and reflective practices. 8.2. Reflect on past experiences in clinical and academic settings that have contributed to leadership development. 8.3. Identify opportunities for continued professional growth and leadership development within the nursing profession.
Ends in View	Process
Recognize the value of using a management process for safe professional administrative nursing practice.	9.1 Describe the key components of the nursing management process (e.g., planning, organizing, directing, coordinating, evaluating). 9.2 Explain how effective management processes contribute to safe, efficient, and high-quality administrative nursing practice. 9.3 Identify situations in which management principles support safe staffing, delegation, resource allocation, and workflow.

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Ends in View	Process
Identify professional growth as a lifelong process for nurse leaders who are shaped by complex professional, institutional, cultural, health, safety, and social issues of the organization.	10.1 Identify opportunities for ongoing professional growth within nursing and organizational contexts. 10.2 Analyze how organizational challenges shape the competencies required for effective nurse leaders. 10.3 Reflect on personal strengths, gaps, and learning needs related to leadership practice.

Ends in View	Process
Explore legal and ethical responsibilities toward self and others for nurses in the role of nurse executive.	11.1 Describe the legal and ethical responsibilities associated with the nurse executive role. 11.2 Analyze ethical dilemmas commonly encountered in executive leadership and outline appropriate strategies for resolution. 11.3 Recognize the importance of self-care, boundaries, and professional accountability in sustaining ethical leadership practice. 11.4 Assess the implications of legal and ethical decisions on organizational culture, staff morale, and patient outcomes.

Ends in View	Process
Examine the need for the appropriate exercise of power in nursing leadership situations.	12.1 Describe different types of power (e.g., legitimate, expert, referent, coercive, reward) and their relevance in nursing leadership. 12.2 Explain how power dynamics influence communication, decision-making, and team functioning within healthcare settings. 12.3 Analyze situations in which the ethical and appropriate use of power enhances patient care, staff well-being, and organizational outcomes.

Evaluation Process and Grading System:

Evaluation Type	Evaluation Weight
Assignment 1	15%
Assignment 2	15%
Assignment 3	40%
Online Participation/Group Leadership	30%

Date: December 12, 2025

Addendum: Please refer to the course outline addendum on the Learning Management System for further information.