

**MINISTRY OF PUBLIC HEALTH OF UKRAINE  
KHARKIV NATIONAL MEDICAL UNIVERSITY**

The department of social science  
Academic year 2024/2025

**SYLLABUS OF THE EDUCATIONAL COMPONENT**

**«Management and leadership in nursing»**

Normative discipline

Form of education: full-time education

Field of knowledge 22 «Health Care»

Specialization 223 Nursing

Educational and professional program «Nursing»

First (bachelor) level of higher education

Course 4 (4 years of study)

Syllabus of study discipline  
approved at meeting of the  
Department of Social Sciences  
of the KhNMU

Protocol of  
“29” august 2022 № 1



Robak I.Yu.

Approved by the methodic commission  
KhNMU  
on the problem of general and pre-  
professional training

Protocol of  
“31” august 2022 № 1



Vovk O.Yu.

### **Compilers of the syllabus:**

Syllabus of the educational component " Management and leadership in nursing " for students of education in the field of knowledge 22 "Health care" in the specialty 223 "Nursing", first (bachelor's) level

Course 4 (4 years of study)

Developers: Head of the Department, Professor, Doctor of Historical Sciences Robak Ihor;

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Consultations according to the schedule posted on the information stand of the department and in the cathedral directory in the MOODLE system  
(<https://distance.kntmu.edu.ua/course/view.php?id=5286>)

Location:

Ave. Nauki, 4, Kharkiv, Kharkiv National Medical University, Main Building, 3rd floor,  
Department of Social Sciences

## INTRODUCTION

**The syllabus of the discipline** " Management and leadership in nursing " is compiled in accordance with the educational professional program (hereinafter - EPP) "Nursing" and the Standard of Higher Education of Ukraine (hereinafter - the Standard), the first (bachelor's) level, field of knowledge 22 "Health care", specialization 223 "Nursing".

**Course description** The main force of the development of the Ukrainian state is the formation of a powerful educational potential of the nation, the achievement of the highest quality of training of those seeking higher education. The acquisition of knowledge by future specialists is an important component of their general professional medical education, which should contribute to their deeper understanding of aspects of the behavior of individuals and social groups in work. The educational component "Management and leadership in nursing" plays an important role in the formation of a harmonious personality of a doctor-citizen of an independent state, since its study ensures the development of national consciousness, general culture and socialization of the individual in the process of training specialists. There are four leadership domains of advanced nursing practice: clinical leadership, professional leadership, health system leadership and health policy leadership, each requiring a specific skill set, but with some overlaps. All nurses should demonstrate their leadership competencies-collectively as a profession and individually in all settings where they practice.

**The subject of study** of the educational component is the economic processes in the history of Ukraine, the stages of their development, the peculiarities of management in health care, the general basics of management in nursing, health care institutions as an object of management, the structure of management in health care, information support management in nursing, conflict management and personnel management in medical facilities, licensing and accreditation of health care facilities, ongoing reform in this field in Ukraine.

**Interdisciplinary connections.** The study of the educational component is connected with the assimilation of the components taught in junior courses: "Fundamentals of economic theories", "Cultural studies", "History and culture of Ukraine" and the optional course "Political science".

The educational component "Management and leadership in nursing" belongs to the mandatory components.

**Prerequisites.** The study of the educational component involves the preliminary learning of subjects that provide basic ideas about health care institutions as an object of management.

**Postrequisites.** The main provisions of the educational component should be applied when studying related educational components during training. The educational component "Management and leadership in nursing" is subject-wise integrated with the components that provide further humanitarian training of students of higher education: "Fundamentals of economic theories" and the optional course "Political science".

**Link to the discipline page in MOODLE:**

- In English: <https://distance.knmu.edu.ua/course/view.php?id=5286>

# 1 1. THE PURPOSE AND OBJECTIVES OF THE COURSE

**1.1.** The main purpose of studying the course "Management and leadership in nursing" is the formation of students of basic knowledge of management theory, closely related to the specifics of their professional activity, as well as understanding the importance of effective management in a modern health care institution.

**1.2. The main tasks** of studying the discipline " Management and leadership in nursing": acquaint students with higher education with such key management issues as the role of the manager in the organization's activities, the structure and functions of management, leadership in nursing, management information support, marketing of medical services.

**1.3. Competences and learning outcomes**, the formation of which is facilitated by the discipline (relationship with the normative content of training of higher education, formulated in terms of learning outcomes in the EPP and Standard).

**1.3.1** The study of the discipline provides students with the acquisition of competencies:

**integral:** A bachelor of nursing is able to solve complex specialized tasks and practical problems in the field of nursing or in the learning process, which involves the application of certain theories and methods of the relevant science and is characterized by the complexity and uncertainty of conditions.

## **General:**

GC 1 – Ability to realize one's rights and responsibilities as a member of society, to be aware of the values of a civil (free democratic) society and the need for its sustainable development, the rule of law, the rights and freedoms of a person and a citizen in Ukraine

GC 2 — Ability to preserve and multiply moral, cultural, scientific values and achievements of society based on understanding the history and patterns of development of the subject area, its place in the general system of knowledge about nature and society and in the development of society, technology and technologies, to use various types and forms of motor activity for active recreation and leading a healthy lifestyle

GC 3 – Ability to abstract thinking, analysis and synthesis.

GC 4 – Ability to communicate in the state language both orally and in writing.

GC 5 – Knowledge and understanding of the subject area and understanding of professional activity

GC 8 – Skills in using information and communication technologies

GC 9 – Determination and perseverance regarding the tasks set and taken Responsibilities

GC 10 – Ability to make informed decisions

GC 11 – Ability to work in a team.

GC 12 – Interpersonal skills

## **Special (professional):**

PC 1 – Ability to apply professional and legal standards in everyday professional practice

PC 2 – The ability to recognize and interpret signs of health and its changes, illness or disability (assessment/diagnosis), restrictions on the possibility of full-fledged life activities, and to determine the problems of patients with various diseases and conditions

PC 3 – Ability to meet the needs of the patient/client throughout the life span (including the dying process) by planning, assisting and implementing nursing interventions, evaluating and modifying individual care plans created in collaboration with the patient/client, caregivers, family members and other medical and social workers

PC 4 – Application of professional skills (skills), medical devices, interventions and

actions to ensure the patient/client dignified treatment, privacy (intimacy), confidentiality, protection of his rights, physical, psychological and spiritual needs on the basis of transcultural nursing, tolerant and non-judgmental behavior

PC 5 – The ability to effectively apply a combination of nursing skills, medical devices, interventions and actions to provide care based on a holistic approach, taking into account the satisfaction of the patient's needs for comfort, nutrition, personal hygiene and the ability of the individual to meet his daily needs

PC 6 – The ability to effectively apply a set of professional skills (skills), medical devices, interventions and actions in assessing the functional state of patients/clients, preparing them for diagnostic studies and taking biological material for laboratory studies

PC 7 – Preservation of the specialist's own health when providing care, performing manipulations and procedures, when moving and transporting the patient/client

PC 8 – Preventive activities of a nurse aimed at preserving and strengthening health, preventing diseases and informing and educating the patient and his family

PC 16 – Ability to organize and manage the relevant structural division (leadership and management).

**1.1.1.** The study of the educational component ensures that students of higher education acquire the following program learning outcomes:

- PRN 3. Plan nursing interventions. In the conditions of health care, at home and under unforeseen circumstances, be able to make a plan nursing interventions to solve real and related problems of patients of different ages.

- PRN 4. Monitoring the work and condition of junior medical staff inventory. In terms of HCI, in accordance with job duties, in order to comply with the sanitary and antiepidemic regime, to be able to:

- - to conduct training of junior medical personnel on issues of functional performance

responsibilities and labor protection; monitor compliance with safety rules by junior medical personnel;

- - monitor the work of junior medical staff; control the implementation of the rules of the internal procedure by staff and patients; monitor compliance with measures of sanitary and hygienic regime in wards and medical offices.

- PRN 5. Carry out nursing administration.

- In terms of HCI, in order to implement organizational and managerial competencies, be able:

- - make management decisions, ensure their implementation based on the application of nursing management models;

- - to ensure the implementation of orders and resolutions on health protection issues;

- - master the functional duties of the head of nursing services;

- - know the procedure for licensing and accreditation of medical and preventive medicine institutions, laboratories of various profiles, etc.

- PRN 6. To ensure a healthy microclimate in the team. Using principles nursing ethics and deontology, rules of interpersonal communication with the aim of creating a favorable psychological microclimate, to be able to:

- - communicate with the patient and members of his family or close environment, medical staff;

- - solve ethical and deontological problems in the process of working with the

patient and his family; consider and analyze professional mistakes in the team; conduct training for junior and technical personnel.

- PRN 7. Participate in monitoring of healthy and sick population, rehabilitation and dispensary supervision. In the conditions of HCI, at home and in the community, using the current orders of the Ministry of Health of Ukraine, in order to form, preserve and improve the health of the adult and children's population, be able to:

- - keep records of dispensary population groups;
- - to calculate and analyze statistical indicators of dispensation efficiency;
- - to conduct explanatory work among patients of different dispensary groups;
- - keep records of health groups;
- - calculate and evaluate individual indicators and indicators of the complex effect of the microclimate on the human body;
- - determine the stages of medical and social rehabilitation of the patient, tasks for each stage;
- - make a complex of rehabilitation measures depending on the profile, course, period of the disease or injury;
- - conduct a census of the child population.

- PRN 8. To perform medical manipulations in order to ensure a sanitary and anti-epidemic regime.

- PRN 20. Appropriate medical documentation should be kept.

**1.3.2.** The study of the discipline provides students with the following **social skills (Soft skills)**: communication skills, leadership, responsibility, ability to work in critical conditions, resolve conflicts, work in a team, manage their time, make decisions independently, think critically.

## 2. INFORMATION SCOPE OF THE COURSE

Name of indicators	Field of knowledge, direction of training, educational and qualification level	Characteristics of the academic discipline	
		<b>intramural form of education</b>	
Number of credits - 3.0	Branch of knowledge 22 "Health care"	Normative	
The total number of hours is 90	Specialty: 223 "Nursing"	<b>Year of preparation:</b>	
		4-й	-
		<b>Semester</b>	
		7-й	-
Hours for daytime (or evening) study:	Education level: First (undergraduate)	<b>Lectures</b>	
		16	-
		<b>Practical, seminar</b>	
		24	-
		<b>Laboratory</b>	

classrooms - 40 of independent student work - 50	EPP "Nursing".	-	-
		<b>Independent work</b>	
		50	-
		<b>Individual tasks:</b>	
		-	
		<b>Type of control:</b> credit	

## 2.1 Description of the discipline

### Topics of lectures

No s/p	Topic name	Number hours	Types of lectures
1.	General basics of management	1	Introductory, overview, problematic, binary
2.	The role of the manager in the activity organizations	1	overview, problematic, binary
3.	Organization as an object management	2	overview, problematic, binary
4.	Management and its styles	1	overview, problematic, binary
5.	Management structure in security health	1	overview, problematic, binary
6.	Marketing activity in health care	2	overview, problematic, binary
7.	Leadership and its types	1	overview, problematic, binary
8.	Information support management	1	overview, problematic, binary
9.	Conflict management	2	overview, problematic, binary
10.	HR	2	overview, problematic, binary
11.	Licensing and accreditation in the health care system	2	overview, problematic, binary, finaly
Total lecture hours		16	

## 2.2. Practical classes

№ 3/II	Topics of practical classes	Number hours	Teaching methods	Forms of control
1.	General basics of management	2	problem-based learning,	Oral interview,
2.	The role of the manager in the activity organizations	2	business games, brainstorming,	test survey in the



3.	Organization as an object management	2	group work, developmental learning, multilevel learning, heuristic conversations, discussions and debates, presentation method, project-based learning method	MOODLE system		
4.	Management and its styles	2				
5.	Management structure in security health	3				
6.	Marketing activity in health care	3				
7.	Leadership and its types	2				
8.	Information support management	2				
9.	Conflict management	2				
10.	HR	2				
11	Licensing and accreditation in the health care system	2				
<b>Total</b>		24				

#### 2.2.4. Laboratory classes are not provided

#### 2.2.5. Individual work

№	Topic title	Quantity of hours	Teaching methods	Forms of control
1	General basics of management	4	problem-based learning, group work, multilevel learning, presentation method, project learning method	Oral interview, test survey in the MOODLE system, participation in scientific conferences
2	The role of the manager in the activity organizations	4		
3	Organization as an object management	5		
4	Management and its styles	4		
5	Management structure in security health	4		
6	Marketing activity in health care	5		
7	Leadership and its types	5		
8	Information support management	4		
9	Conflict management	5		
10	HR	5		

11	Licensing and accreditation in the health care system	5		
Total		50		

**Teaching methods.** During lectures and practical lessons, it is recommended to use such pedagogical methods: problematic education, business games, «brain storm», work in groups, developing education, multilevel training (taking into account the abilities of different students), heuristic conversations, debates and discussions, preparing report-presentations, method of project training (preparing by student the independent research project), excursions to museums and exhibitions.

**Methods of control (only those used in teaching the discipline are given):**

*Current control.* During the current control methods of individual and face-to-face interviews, written testing, writing creative works (essays, reviews, reviews, own statements), microphone method, problem solving, work with sources and scientific literature, watching movies with further discussion are used, work in groups, verification tests.

*Final control* is carried out at the last lesson in the form of the final lesson, which includes control of all types of training provided by the curriculum. According to the results of educational activities, a test is set on a two-point scale "credited" - "not credited". A grade on a traditional scale is also given.

### 3. EVALUATION CRITERIA

3.1. Evaluation of the success of students' education is carried out on the basis of "Instructions for evaluating the educational activities of higher education students in KhNMU" (Table 2).

Table 2

Recalculation of the average score for current activities in a multi-point scale (for disciplines ending with a credit)

4-point scale	200-point scale	4-point scale	200-point scale	4-point scale	200-point scale
5	200	4.22-4,23	169	3.45-3,46	138
4.97-4,99	199	4.19-4,21	168	3.42-3,44	137
4.95-4,96	198	4.17-4,18	167	3.4-3,41	136
4.92-4,94	197	4.14-4,16	166	3.37-3,39	135
4.9-4,91	196	4.12-4,13	165	3.35-3,36	134
4.87-4,89	195	4.09-4,11	164	3.32-3,34	133
4.85-4,86	194	4.07-4,08	163	3.3-3,31	132
4.82-4,84	193	4.04-4,06	162	3.27-3,29	131
4.8-4,81	192	4.02-4,03	161	3.25-3,26	130
4.77-4,79	191	3.99-4,01	160	3.22-3,24	129
4.75-4,76	190	3.97-3,98	159	3.2-3,21	128
4.72-4,74	189	3.94-3,96	158	3.17-3,19	127
4.7-4,71	188	3.92-3,93	157	3.15-3,16	126
4.67-4,69	187	3.89-3,91	156	3.12-3,14	125
4.65-4,66	186	3.87-3,88	155	3.1-3,11	124
4.62-4,64	185	3.84-3,86	154	3.07-3,09	123
4.6-4,61	184	3.82-3,83	153	3.05-3,06	122
4.57-4,59	183	3.79-3,81	152	3.02-3,04	121
4.54-4,56	182	3.77-3,78	151	3-3,01	120
4.52-4,53	181	3.74-3,76	150	Less than 3	Not sufficient
4.5-4,51	180	3.72-3,73	149		

4.47-4,49	179	3.7-3,71	148	
4.45-4,46	178	3.67-3,69	147	
4.42-4,44	177	3.65-3,66	146	
4.4-4,41	176	3.62-3,64	145	
4.37-4,39	175	3.6-3,61	144	
4.35-4,36	174	3.57-3,59	143	
4.32-4,34	173	3.55-3,56	142	
4.3-4,31	172	3.52-3,54	141	
4,27-4,29	171	3.5-3,51	140	
4.24-4,26	170	3.47-3,49	139	

The maximum amount of points for the course is 200 points, the minimum acceptable for credit - 120 points.

### 3.2. Test questions:

1. Historical stages of development of management as a science.
2. Activities of S.S. Slutsky, Ukrainian economist-mathematician.
3. Management and management: differentiation of concepts.
4. Correlation of the concepts "manager", "entrepreneur" and "owner".
5. Features of health care management.
6. Contradiction of "linear" and "hardware" control.
7. The bureaucratic management system and its variant - the divisional structure.
8. Project and matrix management structures.
9. Reasons for the failure of the experiment in the introduction of a new management mechanism, which was carried out in the late 1980s in Soviet health care.
10. Possibilities of using the brigade form of work organization in medical institutions.
11. Correlation of the main and subordinate goals in strategic planning.
12. Stages of strategic planning.
13. The difference between basic and flexible forms of remuneration. The possibility of using flexible forms of payment in medical institutions.
14. Functional and dysfunctional conflicts in the organization, methods of their resolution.
15. Enterprise costs and profit. Rate of return.
16. Types of non-state owned medical facilities.
17. Distribution of profit in a joint-stock company.
18. Direct and indirect taxes.
19. Laffer curve. Means of the enterprise's fight against inflation.
20. Types of company deposits to banks.
21. Stock and bond. Peculiarities of managing a joint-stock company.
22. Development of the service sector and marketing.
23. The influence of knowledge-intensive industries on the development of marketing in the modern world.
24. Types of marketing.
25. The main directions of marketing state research in the modern Ukrainian economy.
26. Main characteristics of marketing research.
27. Controlled and uncontrolled factors of functioning of the marketing environment.
28. Content of marketing state research in health care.
29. The main stages of marketing research.

30. Goals and objectives of marketing activity in health care.
31. Classification of goods
32. Characteristics of services.
33. Features of medical services.
34. Stages of introduction, growth, maturity and decline of goods.
35. Features of the use of the theory of the life cycle of goods in medical institutions.
36. Protectionism and the life cycle of goods.

### **3.3. Control questions for practical classes**

#### **Topic 1. General basics of management.**

1. Introduction to the course "Management and leadership in nursing".
2. The question of the evolution of scientific management.
3. Management issues: essence and functions.
4. The place of management in the health care system.
5. Modern management schools.

#### **Topic 2. The role of the manager in the activity organizations.**

1. Basic principles for defining a manager as a leader.
2. Functions of the manager and his role in decision-making.
3. Specifics of management in a medical institution.

#### **Topic 3. Organization as an object management.**

1. Manager work and its features.
2. Basic principles of management work organization.
3. Standardization of managerial work in health care.

#### **Topic 4. Management and its styles.**

1. The essence and functions of nursing.
2. The specifics of the organization of management of junior medical personnel.
3. Material, technical and metrological support of the institution.

#### **Topic 5. Management structure in security health.**

1. Theoretical foundations of management.
2. Management functions.
3. Management levels and types of management structures.
4. General characteristics of the management process structure.
5. Organization and management structure of the healthcare system.

#### **Topic 6. Marketing activity in health care.**

1. Controlled and uncontrolled factors of the organization's activity.
2. Content of marketing research.
3. Market segmentation and finding a niche activity.
4. Differentiated, undifferentiated and concentrated marketing.
5. Features of market segmentation in health care.
6. Medical service and its implementation on the market.

#### **Topic 7. Leadership and its types.**

1. The leader and his characteristics.
2. Leadership, influence and power.
3. Basic approaches to defining leadership.
4. Let's take relationships in the team and methods of their regulation.

### **Topic 8. Information support management.**

1. Information and information systems.
2. The value of information support in management.
3. Information support for the activity of a medical and preventive institution.
4. Information and documentation support for activities in the field of health care.

### **Topic 9. Conflict management.**

1. Types of conflicts. Causes of conflicts.
2. Personnel management. Basic principles of personal management.
3. Basics of conflictology.
4. Stresses and conflicts in the team.

### **Topic 10. HR**

1. Basic concepts (provisions) of personnel management.
2. Selection and orientation of personnel.
3. Organization of personnel management.
4. Motivation and stimulation of work in personnel management.
5. Training, retraining and certification of personnel.
6. Personnel development. Creating an effective team.
7. Personnel mobility management.

### **Topic 11. Licensing and accreditation in the health care system**

1. Licensing of economic activity.
2. Licensing conditions for medical practice.
3. Control of compliance with the Licensing conditions for conducting business activities in medical practice.
4. Global experience of accreditation development.
5. General approaches to accreditation in Ukraine.

**3.4. Individual tasks** are formed in accordance with the content of scientific conferences, which is approved annually by the work plan of the department of Social Sciences. The specifics of individual tasks for students are agreed with the teacher. According to the "Instructions for evaluating the educational activities of higher education students in KhNMU" the student can increase the assessment by performing individual tasks (participation with reports in student conferences, profile competitions, preparation of analytical reviews with presentations, etc.), which if successful adds up to 10 points. quality incentives.

### **3.5. Rules for appealing the assessment**

If a student is dissatisfied with the results of the assessment of his / her academic activity and wishes to appeal the assessment of the subject, he / she has the right to apply to the management of the department and / or the dean of the relevant faculty to re-assess his / her knowledge. If the student's requirements are justified, the department / dean's office creates

a special commission for re-evaluation.

#### **4. DISCIPLINE POLICY**

##### **Discipline requirements**

Written assignments and homework must be submitted in time. In case of questions students can contact the teacher personally or by e-mail which the teacher will provide in the first practical lesson.

During the lecture students are recommended to compose the lesson's summary and keep a sufficient level of silence. It is welcomed to pose the questions to a lecturer.

It is important to follow next rules:

- respect to colleagues;
- tolerance toward others and experience of people;
- receptivity and impartiality;
- ability to respect the person even in a case of disagreement with its thoughts;
- thorough reasoning of own opinion and courage to change it under the influence of counter arguments;
- self-expression when the person avoids the unnecessary generalizations, describes own feelings and forms expectations relying on own thoughts and emotions;
- obligatory work with the recommended sources of information.

The creative approach in its different forms is welcomed. In particular, it is a participation in scientific conferences.

##### **Attendance and behavior**

The students are expected to attend all lectures and practical lessons. In a case of skipping the class it is necessary to work off it according to the department's schedule.

##### **Actions that are allowed during lessons:**

- Leave the classroom for a short time in case of necessities and with a permission of teacher;
- To take a photos of presentations;
- To take active part in a course of the lesson.

##### **Prohibited:**

- Eating (except people whose special medical situation requires the opposite – in that case the medical confirmation is needed);
- Smoking, consuming of alcohol;
- Rude behavior, expression of obscenities and offend someone's dignity;
- Gambling;
- To damage the university equipment;
- To make a noise or listen a music in classrooms or corridors during the lessons.

##### **Using of electronic gadgets**

Using of electronic gadgets during studying is allowed without restriction except those cases when it may interfere with the ways of objective assessment of students' knowledge.

##### **Policy for people with the special educational needs**

The studying is carried out taking into account the requirements of modern Ukrainian legislation in relation to persons with special educational needs and is regulated by the university.

### **Recommendations for successful mastering the discipline**

In the process of preparation for practical classes students should study the recommended literature. Active participation during the discussion in the classroom is welcome, students should be ready to understand the material in detail, ask questions, express their point of view, discuss.

### **Incentives and penalties**

According to the "Instructions for the evaluation of educational activities in the European credit-transfer system of the educational process in the KhNMU students can increase the grade for the module by performing individual tasks (making the reports, participation in scientific conferences, competitions, preparation of reviews, etc.) in case of success gives 10 points as an incentive.

### **Safety precautions**

The first lesson includes an explanation of the basic principles of labour protection. Every student should know the location of nearest evacuation exit, the fire extinguisher, how to use it, etc.

### **Procedure for informing about changes in the syllabus**

The possible changes in the syllabus will be announced on the department page of the official website of KhNMU, in the department's directory in Moodle, and at the dean-office

## **5. ACADEMIC INTEGRITY**

One of the elements of academic culture that the university instills is the student's understanding of the inadmissibility of any borrowing without proper references. Given this, the main task of teachers is to form students' skills of independent work, interest in learning and socially significant values. The first sessions will provide information on what to consider plagiarism and how to properly conduct a research search.

## **6. Recommended literature**

### **Educational literature**

1. Sullivan, Eleanor J., and Gayle Garland. Practical leadership and management in nursing. Pearson Education, 2010;
2. Murray, Elizabeth. Nursing leadership and management: for patient safety and quality care. FA Davis, 2017;
3. Kelly, Patricia. Nursing leadership and management. Cengage Learning Canada Inc, 2015;
4. Huber, Diane. Leadership and nursing care management-e-book. Elsevier Health Sciences, 2017;
5. Rigolosi, Elaine La Monica. Management and leadership in nursing and health care: An experiential approach. Springer Publishing Company, 2012;
6. Stanley, David, Clare L. Bennett, and Alison H. James, eds. Clinical leadership in nursing and healthcare. John Wiley & Sons, 2022;
7. Porter-O'Grady, Tim, and Kathy Malloch. Leadership in nursing practice: Changing the landscape of health care. Jones & Bartlett Publishers, 2015;
8. Yoder-Wise, Patricia S., and Susan Sportsman. Leading and Managing in Nursing E-Book. Elsevier Health Sciences, 2022;
9. Rosser, Elizabeth, et al. "The need for visible nursing leadership during COVID-19." Journal of Nursing Scholarship 52.5 (2020): 459;

10. Grossman, Sheila C., and Theresa M. Valiga. *The new leadership challenge: Creating the future of nursing*. FA Davis, 2020.

### **Auxiliary:**

1. Blegen, Nina Elisabeth, and Elisabeth Severinsson. "Leadership and management in mental health nursing." *Journal of nursing management* 19.4 (2011): 487-497;
2. Tomey, Ann Marriner. "Nursing leadership and management effects work environments." *Journal of nursing management* 17.1 (2009): 15-25;
3. Ellis, Peter. "Leadership, management and team working in nursing." *Leadership, Management and Team Working in Nursing* (2021): 1-100;
4. Scully, Natasha Josephine. "Leadership in nursing: The importance of recognising inherent values and attributes to secure a positive future for the profession." *Collegian* 22.4 (2015): 439-444;
5. Doody, Owen, and Catriona M. Doody. "Transformational leadership in nursing practice." *British journal of nursing* 21.20 (2012): 1212-1218;
6. Asamani, James Avoka, Florence Naab, and Adelaide Maria Ansah Ofei. "Leadership styles in nursing management: implications for staff outcomes." *Journal of Health Sciences* 6.1 (2016): 23-36;
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### **7. Information resources**

1. MOODLE system <https://distance.knmu.edu.ua/course/view.php?id=5286>