

Course Details	
Course Code: MHS510	Professor:
Course Title: Leadership and Organizational Behavior	E-Mail:
Program: Master in Healthcare Management	Term:
Credits: 3	Schedule:
Contact Hours: 48	Delivery:
Prerequisites:	Campus: AU Sunnybrook Road
Course General Information	

Course Description:

This course examines leadership theories, organizational behavior principles, and evidence-based management practices within contemporary healthcare organizations. Students analyze how individual behavior, team dynamics, organizational culture, power, motivation, communication, and decision-making influence workforce engagement, organizational performance, quality of care, and patient outcomes.

Emphasis is placed on developing the leadership capabilities required to manage multidisciplinary teams, foster collaboration, address conflict, and promote inclusive and ethical workplace environments. Students apply emotional intelligence, critical thinking, professional communication, and stakeholder awareness to evaluate complex interpersonal and organizational challenges.

The course also explores strategic and transformational leadership, organizational change, workforce resistance, innovation, and the alignment of people and teams with organizational goals. Through case studies, leadership simulations, reflective activities, and applied projects, students formulate evidence-based leadership strategies that support ethical decision-making, organizational effectiveness, continuous improvement, and sustainable change in healthcare settings.

This course develops leadership and organizational behavior competencies essential for effective management in contemporary healthcare organizations. Its instructional content, learning activities, and assessments are aligned with the MSHM Competency Model and its corresponding action and enabling domains. Through case analysis, simulations, collaborative activities, reflective practice, and evidence-based leadership assignments, students progressively develop and demonstrate competencies in organizational awareness, communication, interpersonal understanding, analytical thinking, team leadership, ethical judgment, and change management.

The following course map demonstrates the intentional alignment among weekly topics, competency domains, course learning outcomes, student learning outcomes, instructional activities, and assessment evidence.

Course Learning Outcomes

Upon successful completion of this course, students will be able to:

- **CLO1.** Analyze leadership theories and organizational behavior frameworks to explain individual, team, and organizational performance in healthcare settings.
- **CLO2.** Evaluate how organizational culture, structure, power, motivation, and workforce dynamics influence employee engagement, decision-making, and healthcare outcomes.
- **CLO3.** Apply emotional intelligence, interpersonal understanding, and professional communication strategies to manage relationships, conflict, and collaboration among diverse healthcare stakeholders.

- **CLO4.** Develop evidence-based strategies for leading multidisciplinary healthcare teams, strengthening accountability, and improving team performance.
- **CLO5.** Evaluate ethical, organizational, and stakeholder considerations when making complex leadership decisions in healthcare environments.
- **CLO6.** Formulate a strategic leadership plan to guide organizational change, address resistance, promote innovation, and align workforce performance with healthcare organizational goals.

CLO-Competency-PLO Alignment Matrix

The following matrix demonstrates the alignment among the Course Learning Outcomes (CLOs), the MSHM program competencies, and the corresponding Program Learning Outcomes (PLOs). It illustrates how each course outcome contributes to the progressive development of the knowledge, skills, and professional behaviors expected of MSHM students.

Course Learning Outcome	Competencies	PLO Alignment
CLO 1	Analytical Thinking; Organizational Awareness; Self-Awareness	PLO1, PLO2
CLO 2	Organizational Awareness; Analytical Thinking; Strategic Orientation	PLO1, PLO6
CLO 3	Communication Skills; Interpersonal Understanding; Community Collaboration; Self-Awareness	PLO1, PLO3
CLO 4	Strategic Orientation; Innovation; Project Management; Analytical Thinking	PLO1, PLO2, PLO6
CLO 5	Professional & Social Responsibility; Accountability; Analytical Thinking; Organizational Awareness	PLO4
CL 6	Organizational Awareness; Community Collaboration; Strategic Orientation; Team Leadership; Professional & Social Responsibility	PLO1, PLO2, PLO6

Module Alignment

Module	Topic	Primary Assessment Evidence	CLO Alignment
1	Leadership in Healthcare	Executive Presentation on Emotional Intelligence; group discussion; transformational-leadership case study; video analysis and individual reflection	CLO 1, CLO 2, CLO 3, CLO 5
2	Leadership Tools Professionalism and Ethics	Leadership Values discussion; disaster-resilient hospital case study; Leadership Tools Application Project; Organizational Problems in Healthcare Simulator	CLO 1, CLO 2, CLO 4, CLO 5, CLO 6
3	Team Dynamics	Team Dynamics Simulation and action-plan presentation; Team Dynamics Case Study Analysis; Motivation and Rewards discussion forum	CLO 1, CLO 2, CLO 3, CLO 4
4	Strategic Alignment	SWOT Analysis Simulator and report; Crisis Management strategic-alignment exercise; action-plan presentation and discussion	CLO 1, CLO 2, CLO 5, CLO 6
5	Organizational Culture	Organizational Culture and Patient Safety case study; Organizational Culture Simulator and report; collaborative leadership and organizational behavior essay	CLO 1- CLO 6
6	Ethics and Integrity	Ethical Dilemmas group case analysis and presentation; Essay on Ethics in Healthcare Leadership; ethical decision-making case studies	CLO 3, CLO 5, CLO 6
7	Managing Teams	Leadership Challenges discussion; Team Collaboration group project, improvement plan, presentation, and peer feedback	CLO 2, CLO 3, CLO 4, CLO 6
8	Final Reflection and Emerging Trends in Healthcare Leadership	Group Presentation on Leadership Trends; Final Reflection Paper and personal leadership development plan; class discussion	CLO 1, CLO 2, CLO 3, CLO 5, CLO 6

In this course, students will develop core competencies essential for effective leadership and organizational behavior in healthcare settings. Emphasis will be placed on emotional intelligence, leadership styles and tools, professionalism, team dynamics, motivation, strategic alignment, organizational culture, and ethical integrity. Students will examine how leadership practices influence collaboration, patient safety, organizational resilience, and performance.

Through simulations, case studies, reflective assignments, discussions, and collaborative projects, students will apply leadership frameworks to organizational challenges, evaluate team effectiveness, and develop strategic action and improvement plans. Upon

completion, students will be equipped to lead diverse healthcare teams, make ethically sound decisions, foster a supportive organizational culture, and formulate a personal leadership development plan informed by reflection and emerging healthcare leadership trends.

Course materials/learning resources:

- **Main Textbook:** Organizational Behavior: Managing People and Organizations by Ricky W. Griffin, Jean M. Phillips. 14th Edition | Copyright 2024. Cengage
- Textbook:** Health Professional Leadership Training Course Book by KENNETH M. HEKMAN, Carson F. Dye. ISBN: 978156798463
- **Textbook:** Organizational Behavior in Health Care 4th Edition by Nancy Borkowski, Katherine A. Meese. 2020. ISBN-13 : 978-1284183245

Assessment Classification and CLO Alignment

The following distribution identifies the graded evidence for each assessment category. Foundational components assess accurate explanation, comparison, and structured self-awareness. Higher-level components require organizational diagnosis, strategic and ethical judgment, team leadership, scenario-based decisions, implementation planning, communication, and justified recommendations. The assigned level must be reflected in the scoring rubric.

Assessment	Weight	CLO	Competency	Level	Classification rationale
Foundational discussions, readings, self-assessments, and descriptive reflections	30%	CLO 1–3	Interpersonal Understanding; Communication Skills; Organizational Awareness	Lower	Verifies accurate explanation of leadership and organizational behavior concepts and structured self-awareness regarding leadership style, motivation, personality, and communication.
Executive leadership presentation and communication	10%	CLO 1, CLO 3, CLO 5	Communication Skills; Interpersonal Understanding; Organizational Awareness	Higher	Requires evidence-based executive communication, audience adaptation, professional presence, and defense of a leadership recommendation.
Organizational problem, case, and leadership-tool analysis	15%	CLO 1–2, CLO 5	Analytical Thinking; Organizational Awareness; Strategic Orientation	Higher	Requires diagnosis of organizational evidence, analysis of causes and stakeholders, comparison of leadership tools, and a justified response.
Team dynamics, motivation, and collaborative leadership	15%	CLO 3–4	Team Leadership; Interpersonal Understanding; Communication Skills; Accountability	Higher	Requires role-based collaboration, team diagnosis, conflict or motivation decisions, peer feedback, and documented individual contribution.
Strategic SWOT, alignment, and crisis-response simulations	15%	CLO 2, CLO 5–6	Strategic Orientation; Analytical Thinking; Organizational	Higher	Requires environmental assessment, prioritization under constraints, resource and stakeholder decisions, ethical judgment, and an implementable action plan.

			Awareness; Accountability		
Organizational culture and ethical leadership analysis	10%	CLO 2–3, CLO 5	Professional and Social Responsibility; Organizational Awareness; Analytical Thinking	Higher	Requires analysis of culture, safety, values, competing interests, consequences, and defensible ethical leadership actions.
Leadership trends presentation and integrative reflection	5%	CLO 1–6	Multiple competencies	Higher	Requires synthesis of theory, applied evidence, feedback, emerging trends, and a personal leadership-development plan.

Grading Scale Policy

Performance Level	Grade	Percentage
Exceeds Expectations	A	90–100%
Meets Expectations	B	80–89%
Minimally Meets Expectations	C	70–79%
Does Not Meet Expectations	D/F	Below 70%

This format is consistent with graduate-level expectations: a grade of C (70–79%) represents the minimum course performance level, while competency achievement is documented at the criterion level using the 80% benchmark.

Assessment Category	Earned Percentage
Foundational discussions, readings, self-assessments, and descriptive reflections	30%
Executive leadership presentation and communication	10%
Organizational problem, case, and leadership-tool analysis	15%
Team dynamics, motivation, and collaborative leadership	15%
Strategic SWOT, alignment, and crisis-response simulations	15%
Organizational culture and ethical leadership analysis	10%
Leadership trends presentation and integrative reflection	5%
Total	100%

Note: The grade will be released weekly during the academic term and according to the curriculum, the learning pace and the performance of the students in this class.