



UNIVERSITAT D'ANDORRA

Seminar Guide

Seminar Guide	Bachelor's Degree in Nursing
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Module	M11: Nursing Leadership
Seminar	Leadership, quality and team management
Academic Year	2026-2027
Semester	5
Professors	Jordi Cortada jcortada@uda.ad
Format	Presential
Language of instruction	English
Support language	Catalan

1. Presentation of the subject

The nursing profession has evolved profoundly in response to socioeconomic changes and the discipline's own maturation. This development has reinforced its strategic role within the health system.

The knowledge generated through nursing research is key to advancing clinical practice, as it allows improving the quality of care, optimizing health outcomes and ensuring efficient, safe and evidence-based interventions.

To successfully face these challenges, the nursing professional must integrate concepts of management, health policy and analysis of health models and systems. This critical domain allows them to understand the impact of these factors on the quality of care and actively contribute to the transformation and sustainability of the health system.

2. Seminar Contents

1. Decision-making models and problem-solving techniques

- 1.1. Types of problems and types of decisions
- 1.2. Analyze problems
- 1.3. Problems solving techniques
- 1.4. Human factors

2. Quality criteria and systems

- 2.1. Understanding quality criteria
- 2.2. Quality indicators and measurement
- 2.3. Quality Systems and process management
- 2.4. Standards, best practices and accreditation

3. Leadership styles

- 3.1. Leadership styles and strategic foundations
- 3.2. Conflict management and leadership in complex situations
- 3.3. Innovation, transformational leadership and empowerment
- 3.4. Leadership in Professional organizations and influence

4. Managerial skills

- 4.1. Assertive communication and active listening
- 4.2. Conflict management
- 4.3. Hard and soft skills
- 4.4. Negotiation

5. Tools for group facilitation

- 5.1. Participatory and Motivational Dynamics
- 5.2. Team Cohesion Techniques
- 5.3. Managing Group Roles and Responsibilities
- 5.4. Project Planning, Execution, and Follow-Up

6. Entry into the Labour Market

- 6.1. Organization and Management of Healthcare Systems
- 6.2. Health Economics: Efficiency, Equity, and Sustainability
- 6.3. QALYs/DALYs (Quality-Adjusted Life Years / Disability-Adjusted Life Years)
- 6.4. Professional Role and Nursing Identity

3. Methodology

The seminar includes brief presentation sessions of the basic contents, supporting documentation and practical work on the association between the documented contents and their usefulness in healthcare practice situations, adding the case method as a tool to support learning.

4. Seminar activities

4.1. Continuous assessment

Continuous assessment includes the completion of various assessment activities throughout the semester, which will be scheduled in the seminar calendar.

BINFE-E011 Ability to lead, manage and work in a team according to quality criteria

BINFE-E011-05 Design strategies to lead work teams

Indicators	Evidence of learning	Weigh
IA1. Analyzes leadership contexts and identifies group needs to propose strategic responses	Continuous Assessment Test 1	70%
IA2. Demonstrates reflective capacity in relation to the personal role as a leader and its impact on the team		
IA3. Identify skills in simulated leadership situations		
IA4. Leads decision-making	Challenge	30%

4.2. Final assessment

The final assessment includes the completion of different assessment activities that have not been passed during the semester.

The learning outcomes of the seminar will be graded using a numerical scale from 0 to 10 (with one decimal). The final grade for the learning outcomes will be obtained from the weighted average of the indicators.

The teaching staff reserves the right to conduct an oral examination on any submission to validate the final grade.

5. Seminar resources

Professors materials

Professors presentations.

Readings and resources for virtual activities.

Notes and teaching capsules.

Basic bibliography

Clear, James. (2022). *Hàbits atòmics: petits canvis, resultats extraordinaris*. Traducció d'Àlex Guàrdia Berdiell. Barcelona: Ara Llibres

Covey, Stephen R. (2024). *Els 7 hàbits de la gent altament efectiva: lliçons magistrals sobre el canvi personal*. Traducció d'Ernest Riera Arbussà. Barcelona: labutxaca

Drummond, M. F., Sculpher, M. J., Claxton, K., Stoddart, G. L., & Torrance, G. W. (2015). *Methods for the Economic Evaluation of Health Care Programmes* 4th ed. Oxford University Press

Edmondson, A. C. (2018). *The Fearless Organization*. Wiley

Huber, D., & Joseph, M. L. (2022). *Leadership & Nursing Care Management* 7th ed. Elsevier

Kahneman, D. (2011). *Thinking, Fast and Slow*. Farrar, Straus and Giroux

Marquis, B. L., & Huston, C. J. (2023). *Leadership Roles and Management Functions in Nursing: Theory and Application* 11th ed. Wolters Kluwer

Additional bibliography

Langley, G. J., Moen, R., Nolan, K. M., Nolan, T. W., Norman, C. L., & Provost, L. P. (2009). *The Improvement Guide: A Practical Approach to Enhancing Organizational Performance* 2nd ed. Jossey-Bass

<https://www.ihl.org/library/publications/improvement-guide-practical-approach-enhancing-organizational-performance>

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World Health Organization. *Global Patient Safety Action Plan 2021–2030: Towards eliminating avoidable harm in health care*. WHO, 2021.

<https://www.who.int/publications/i/item/9789240032705>

West, M., Armit, K., Loewenthal, L., Eckert, R., West, T., & Lee, A. (2015). *Leadership and Leadership Development in Health Care: The Evidence Base*. The King's Fund / FMLM / Center for Creative Leadership <https://www.kingsfund.org.uk/insight-and-analysis/reports/leadership-development-health-care>

World Health Organization, OECD, & World Bank. (2018). *Delivering Quality Health Services: A Global Imperative for Universal Health Coverage*. WHO/OECD/World Bank <https://www.oecd.org/health/delivering-quality-health-services-a-global-imperative-9789264300309-en.htm>

6. Seminar notes

- Late submissions will not be accepted.
- All assessable submissions must be made through the UdA virtual campus and must be submitted in the format indicated in the activity instructions.
- The teaching staff reserves the right to make an oral test about any delivery to validate the final mark, both in continuous evaluation and final evaluation.



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