OUTLINE AND ANNOTATED BIBLIOGRAPHY

Name

Course

Tutor

Date

Outline and annotated Bibliography

**Outline**

1. **Introduction**
2. Management is the process of working with the resources of an organization, including human resources, to achieve institutional goals and objectives
3. Leadership is the ability to steer other people in towards common or shared goals.
4. The concepts of leadership and management are correlated and it is practically difficult, if not impossible to separate the two
5. In multicultural and multidisciplinary health organizations, there is a need to adopt the leadership approaches that would yield the best results for the organization.
6. **statement of the issue under investigation**
7. There are a lot of problems that are being experienced in the healthcare sector.
8. One of the issues that have emerged is the difficulty that is being experienced in the management of diversity in healthcare organizations
9. **What makes this topic important?**
10. The healthcare sector plays an important role in the development of a society
11. In the absence of an efficient and effective healthcare system, the citizens are likely to have poor health and that may have overall effects on the development of a country in all aspects
12. **Research sources**
13. management theories
14. Leadership theories
15. **Conclusion**
16. **References**

**Annotated Bibliography**

Barbara White (2012) seven qualities of a good leader Greenstein, Rogoff, Olsten . San Francis

Barbara White, (2012) says that most organizations fail to achieve their goals as a result of the failure to identify the best leadership styles that are suitable for their conditions. In leadership, if one organization contains employees from a wide spectrum of cultures, the leadership style being used would have to be different to the styles that are applicable in an institution dominated by persons from the same organization. In this article, Barbara goes on to say that the failure to have in place these conditions is responsible for the failure that is being witnessed in some organizations. The paper is helpful in the understanding of the nature of organizations and the factors that shape their success and failure of multicultural and multidisciplinary organizations.

Klein, C., DiazGranados, D., Salas, E., Le, H., Burke, C. S., Lyons, R., & Goodwin, G. F. (2009). Does team building work?. *Small Group Research*, *40*(2), 181-222.

 Klein et al explores the place of team building in organizations. From the onset, the authors appreciate the fact that there some institutions that indicate that team building is an unnecessary expense that makes no improvements to the management of an institution. However, from the survey conducted by Klein and his colleagues there is evidence that team building plays a critical role in the improvement of the functioning of organizations. It helps to bring the employees together. In multicultural and multidisciplinary healthcare settings, teambuilding would be important in improving the understanding of the individual employees. Thus, team building is an approach that can be used by multicultural and multidisciplinary healthcare organizations to improve the internal working environment and in return set a high standard of service delivery. The paper provides an excellent approach that can be used to improve integration among employees from multicultural settings.

Lisa Dewey (2008) five qualities of good leaders express.

Lisa Dewey indicates that in situations of conflicts in a multi-cultural organization, leaders are required to have instincts that would allow them to see from a distance when things are going out of hand. From the paper, Lisa explains that it is impossible to avoid conflicts in these kinds of organizations and leaders must always anticipate them. When leaders have instincts to see the problems from a distance, it would be easy to identify them and nip them in the bud. In many situations, managers in healthcare systems are too engrossed in other functions and they fail to take note of the impending conflicts. Lisa says that a perfect recipe for chaos in any institution is when the managers are out of touch with the realities in the institution. The paper is essential in understanding the nature of conflicts in an organization and the roles of leaders in managing such challenges.

Northouse, P. G. (2015). *Leadership: Theory and practice*. Sage publications.

In this work, Northouse discuses a number of theories that have been developed and utilized in promoting good leadership practices in organizations. One of the theories that Northouse mentions quite deeply is the relationship theory of leadership. In this approach of leadership, Northouse says that it is most important and applicable when the entity needs the motivation and support of the leaders to execute their duties. It is common knowledge that the responsibilities that are supposed to be executed by practitioners in the nursing sector are quite demanding. In these conditions, it is supremely necessary to make sure that the leaders sow a perfect relationship between them and the employees. In the absence of these relationships, it would be very difficult to have an enabling environment.

Rice, A. L. (Ed.). (2013). *The enterprise and its environment: A system theory of management organization* (Vol. 10). Routledge.

Rice says that that some of the problems that arise from organizations are due to the systemic weaknesses that may exist in organizations. As a result I these weaknesses, Rice observe that it is necessary to make sure that the systems are designed in a way that allows them to deal with these challenges. From this book, it is relatively easy to understand the manner in which internal arrangements contribute to the problems that are being experienced in the healthcare organizations especially where there are multicultural and multidisciplinary factors. It demonstrates that some of the challenges are created by man and it is necessary to examine the best strategies to handle these issues.

Robert L. Cardy (2008). Management: People, Performance, Change, 3rd edition. New York,USA.

Robert has provided has described conflicts in organizations in tremendous details. In this paper, Robert has described the manner in which the absence of leadership skills is affecting the management of organizations. From the beginning, it is clear that management of multicultural and multidisciplinary organizations is extremely complex and the managers are expected to have the necessary skills to manage these environments. In the healthcare industry, especially where the there are diverse cultures and disciplines, conflicts are likely to surface which may require the attention of managers.