



**NURS 4301 – Nursing Management and Leadership Summer1 and 11 2015-  
( June 1 - Aug. 1)**

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Summer 1 /2015

NURS 4301 Nursing Management and Leadership

The Syllabus may be amended during the semester at the discretion of the Professor.

<b>SEMESTER HOURS</b>	<b>3</b>
<b>CONTACT HOURS</b>	
<b>PREREQUISITES:</b>	<b>CURRENT RN</b>
<b>COREQUISITES:</b>	<b>NONE</b>
<b>LOCATION</b>	<b>ONLINE</b>
<b>COURSE DAY AND TIME</b>	<b>ONLINE</b>
<b>INSTRUCTOR</b>	<b>WILMA CARBONEL-MASON</b>
<b>OFFICE HOURS</b>	I am available daily from 5:30pm – 11pm CST. If you need to contact me outside of these time frames, do not hesitate to do so.
<b>PHONE</b>	<b>830-776-2693</b>
<b>E-MAIL</b>	<a href="mailto:wxc14cy@sulross.edu">wxc14cy@sulross.edu</a>

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### **Course Description**

NURS 4301 Nursing Management and Leadership

Examines leadership, management and organizational theories in relation to resource management, safety, and effective delivery of nursing to sets of clients. Focuses on the value of teamwork, communication and collaboration in systems and mid-level management in diverse settings.

### **Course Objectives**

1. Each student enrolled in this course will be expected to meet course objectives that are presented within the framework of Disseminated Essentials Competencies of graduates from Texas Nursing Programs and the BSN Essentials.

### **Teaching Strategies**

### **Required Textbooks**

Yoder, Patricia. Leading and managing in nursing. 6th ed. St. Louis, MO: Elsevier/Saunders, 2014. ISBN: 9780323185776

### **Evaluation and Grading**

The grade in this course will be based on the

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following:

**A. Final Comprehensive Exam** (50 questions) 100 points. One online two hour comprehensive exam will be completed at the end of the course. The final exam is worth 100 points and will consist of true/false, multiple choice, critical thinking problems and/or essay questions. It is the responsibility of the student to schedule a proctor at one of the SUL ROSS branch campuses or to find an acceptable proctor.

**B. Participation and Discussion Board :**

- Student responses to discussion questions and activities must be substantive, that is, thoughtful and analytical.
- Student is required to submit an initial post of 200-300 words about the discussion question.
- Student will post your responses in the DQ threads. Responses to each question should be at least 150-200 words.
- Students are required to respond to all discussion questions. Students need to respond at least to 2 posting for each chapter's discussion question.
- An unsatisfactory assignment is one that does not exhibit analysis of the issue, does not answer the question completely, or shows sparse evidence of introspection or application.
- Participation in assigned online discussions of course content is expected as topics are introduced and as applied to assigned readings.
- Each discussion question posted will be assigned a date by which the student must respond. If a student is unable to fulfill this requirement for any reason, he/she should notify the instructor prior to the class and make alternative arrangements.
- The aim is to encourage interaction among students and faculty, not simply to present information.
- The student will not be expected to strictly follow APA guidelines for online submissions. However, the student is held to academic standards of writing style and the use of proper grammar, punctuation and spelling.
- The discussion board will be evaluated each week. The final grade for class participation will be dependent on the level at which the student generally participates throughout the semester.
- **Grading rubric** will be provided.

**C. Individual Assignment:** Clinical application/ Case Study ( 100points) This is a private forum, shared only by you and me. Your classmates will not have access to this forum. This is where you will post your individual assignments, and where I will post your feedback.

**Feedback:** Case problem analysis worth 100 points - The case will be submitted correct grammar in Word format. The analysis must also be in proper (APA style) format and readable font (12 pt.). The case will be graded on completeness, content focus and written presentation. In-depth instruction sheet (rubric) is posted on Blackboard



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( June 1 - Aug. 1)**

Each week, I will provide grades or scores and comments on assignments within 6 days of when they were submitted. I will send feedback to your **Individual** forum.

**D. Quiz/Project/Student application (100points):** This activity is intended to assist students in the application of the weekly objectives and validate students achievement of the objectives.

- **Begin** working on the Leadership Challenges due in Week Four- Team project
- **Begin** working on the Personal Leadership Development Plan due in Week Eight

### **GRADING**



#### **Grading Scale**

A = 90-100

B = 80-89

C = 75-79

D = 69-74

F = 69 OR BELOW

### ***Learning Teams***

Students are expected to work effectively in teams to accomplish the learning objectives. Students must partner and work well in team dynamics as both leaders and followers. Students should respect team members. If you experience challenges working with your group, you are expected to resolve the issues within the team if possible. Learning Team projects are outcome-based, all members will receive the same grade for Learning Team projects. If you have any questions, please contact me.

**Participation** :All Week: Remember to participate in the class discussions 3 out of 7 days during the week.

### **Summary of Weekly Deliverables**

Late assignments receive a 15 points deduction for each day they are late if assignments are not posted by 11:59 p.m. central on the day they are due. Assignments more than 1 day late will not be accepted. Technological issues are not considered valid grounds for late assignment submission. In the event of a server outage, students should submit assignments through email to the instructor and post to the individual forum when systems are restored. Unless an Incomplete grade has been granted, learner assignments submitted after the last day of class will not be accepted.

Student activities	Location	Due
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**NURS 4301 – Nursing Management and Leadership Summer1 and 11 2015-  
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<p><b>Participation</b></p> <p><b>Discussion Forum</b></p> <p>Reponses 2x/day- 3days</p> <p>Discussions are the way we "participate" in class. So it's important that you post thoughtful messages that move the conversation forward in some way. "Yeah, I agree," and "Me, too" are not acceptable postings and will not earn any points. Your participation in discussions can earn you points for each discussion. After the due date for the discussion, you will be graded on your overall participation in that discussion thread. Late posts are welcome for their intellectual value but will not be considered in your grade.</p> <p>Initial Post – 200-300 words</p> <ul style="list-style-type: none"> <li>• Initial postings are completed early in the week.</li> <li>• Follow up posts (generally more than the minimum of 2 per discussion) are timely</li> <li>• Content is complete, on -point, thoughtful and offers new ideas</li> <li>• Supporting detail is abundant and appropriate (that is, references from the pieces read and/or other sources)</li> <li>• Content often encourages further discussion on the topic or follows up on others' thoughts</li> <li>• Postings are characterized by originality, engagement and relevance to the topic</li> <li>• Postings demonstrate an understanding of the material assigned and familiarity with the ideas of the students partner and group members (in other words, it's obvious that you've read and understood both the required reading assigned and what your peers have written in their postings)</li> </ul>	<p><b>Discussion Forum</b></p>	<p>Day 2-7</p> <p>Day 2-7</p>
<p>Assignment -Case study/ Critical thinking application</p>		<p>Day 6</p>
<p>Chapter Quizes</p>		<p>Day 6</p>
<p>Team project- Leadership Challenges – due 4<sup>th</sup> week - APA format</p> <p>Power point presentation- 15-20 slides</p>		<p>June 24th</p>
<p>Individual Project- Professional Development Plan due 8<sup>th</sup> week</p>		<p>July 18thth</p>



**NURS 4301 – Nursing Management and Leadership Summer1 and 11 2015-  
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Weeks/Date	Topic/Modules	Objectives	Readings	Group Project assignments  Quiz	Discussion Forum 3days a week  At least 2 responses /DQ	Individual assignment  Case study  Critical thinking application
Week1 June 1-6	<b>Leading, Managing, and Following</b>	Relate leadership and other organizational theories. Link self-knowledge and emotional intelligence to the constructive use of power, influence, and authority needed for professional practice. Develop strength in optimizing one's personal attributes to effectively lead, manage, and follow. Apply organizational strategies. Improve decision making.	<b>Chapter 01:</b>	Quiz	<a href="#">Discussion question</a>	<a href="#">Case study</a>  <a href="#">Application</a>
Week 1 June 1-6	<b>Leadership</b> Patient Safety Safe Care: The Core of Leading and Managing	Apply the concepts of today's expectations for how patient safety is implemented.  Identify the key organizations leading patient safety movements in the United States. Value the need for leaders and managers to focus on patient safety.	Chapter 02	<a href="#">Quiz</a>	<a href="#">Discussion</a>	<a href="#">Discussion/</a>  <a href="#">Essay Questions</a>
Week1 June 1-6	Developing the role of a leader	Analyze the role of leadership in creating a satisfying working environment for nurses.  Evaluate transactional	Chapter 3	<a href="#">Quiz</a>	<a href="#">Discussion</a>	<a href="#">Application activity</a>



**NURS 4301 – Nursing Management and Leadership Summer1 and 11 2015-  
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		and transformational leadership techniques for effectiveness and potential for positive outcomes. Value the leadership challenges involved in dealing with generational differences.				
Week 2 June 7-13	Developing the role of manager	Analyze roles and functions of a nurse manager. Analyze the relationship of the nurse manager with others. Describe the role of the nurse manager in creating a healthy work environment.	Chapter 4	Quiz)	<a href="#">Experiential exercise/discussion</a>	<a href="#">Case study</a>  <a href="#">Application activity</a>
Week2 June 7-13	Legal and Ethical Issues	Examine nurse practice acts, including the legal difference between licensed registered nurses and licensed practical (vocational) nurses.  Apply legal principles to clinical practice settings, including negligence and malpractice, privacy, confidentiality, reporting statutes, and doctrines that minimize one's liability when acting in leading and managing roles.	Chapter 5	<a href="#">Quiz</a>	<a href="#">Discussion question</a>	<a href="#">Application</a>
Week3 June 14-20	Making Decisions and Solving Problems	Identify and implement the steps of the problem-solving process.	Chapter 6	<a href="#">Quiz</a>	<a href="#">Discussion question</a>	<a href="#">Case study</a>  <a href="#">Application</a>

Week 3 June 14-20	Healthcare Organizations and Organizational structures	Identify nursing leadership skills required by the changes taking place in healthcare organizations.	Chapter 7 and 8	Quiz  Project Magnet Hospital  Due 5 <sup>th</sup> week	<a href="#">Discussion question</a>	<a href="#">Application</a>
Week4 June 21-27	<b>Cultural diversity</b>	Assess staff diversity and use techniques to manage a culturally diverse workforce and recognize staff members' diverse strengths. Demonstrate understanding of principles that embrace culture, cultural diversity, and cultural sensitivity. Communicate effectively with staff and patients from diverse cultural backgrounds.	Chapter 9	Quiz	<a href="#">Discussion question</a>	<a href="#">Case study</a>  <a href="#">Student Application activity</a>
Week 4 June 21-27	<b>Power , Politics and Influence</b>	Recognize and use identified types of social power. Implement strategies to radiate a powerful image during job interviews, conferences, and other professional activities.	Chapter 10  Power point presentation	Quiz	<a href="#">Discussion question</a>	<a href="#">Case study</a>  <a href="#">Student Application activity</a>
Week4 June 21-27	Caring, Communicating, and Managing with Technology	Identify goals of information management. Describe the informatics infrastructure needed for evidence-based practice.	Chapter 11  Power point presentation	Midterm  <b>TEAM PROJECT</b>  (June 24 <sup>th</sup> 6:30-7:30 pm- Blue jeans)	<a href="#">Discussion question</a>	MIDTERM  <a href="#">Application Case study</a>



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<p>Week5 June 28-Jul4</p>	<p>Managing Costs and Budgets</p>	<p>Analyze the major factors that are raising the cost of health care in the United States today, and apply each factor directly to nursing healthcare delivery systems.</p> <p>Differentiate reimbursement methods with regard to providing incentives to control cost. Examine various aspects of cost considerations for nurses in managed care environments.</p>	<p>Chapter 12  Power point presentation</p>		<p><a href="#">Discussion question</a></p>	<p><a href="#">Case study</a></p> <p><a href="#">Student Application activity</a></p>
<p>Week5 June 28-Jul4</p> <p>July 6- <b>FINALS</b></p>	<p>Care Delivery Strategies Staffing and Scheduling Selecting, Developing, and Evaluating Staff</p>	<p>Compare and contrast models of patient care delivery. Define how key external and internal organizational variables affect staffing plans. Differentiate philosophies of performance appraisals and apply these appraisals to various situations</p>	<p>Chapter 13-14-15</p>	<p>Quiz</p> <p><b>Finals</b></p>	<p><a href="#">Discussion question</a></p>	<p><a href="#">Case study</a></p>
<p>SUMMER11 Week 7 Jul 5-11</p>	<p>Strategic Planning, Goal-Setting, and Marketing</p> <p>Leading Change</p> <p>Building Teams Through Communication and Partnerships</p>	<p>Use creative and critical thinking skills to approach issues regarding health care in the twenty-first century. Select appropriate change strategies to match the responses of individuals involved in the change process. Verbalize and apply guidelines by which they can practice handling conflicts.</p>	<p>Chapter 16, 17, 18</p>	<p>Quiz</p>	<p><a href="#">Discussion question</a></p>	<p><a href="#">Student Application activity</a></p>



Week 8 Jul 12-18	Collective action  Managing Quality and Risk  Translating research into practice	Distinguish the rights of individuals in collective bargaining contracts from the rights of individuals as right-to-work employees.  Use the quality improvement process.  Analyze the relative effectiveness of strategies for implementation of evidence-based practices within an organizational context.	Chapter 19, 20, 21	Quiz	<a href="#">Case study</a>	<b>Professional Development Project- due this week</b>  <a href="#">Student Application activity</a>
Week 9 Jul19-25  <b>Jul 20- MIDTERM exam</b>	Consumer relationships  Conflict  Managing Personal and personnel problems        Workplace violence and Incivility	Apply the four major nursing responsibilities to the promotion of successful consumer-nurse relationships: Advocacy , Service , Teaching ,Leadership  Assess personal, preferred, and most frequently used modes of conflict resolution  Give an example of a challenge and a solution to that challenge regarding managing personal/personnel problems.  Describe the types of violence/incivility that may occur in the workplace and their effects on productivity and morale	Chapter 22, 23, 24,25	Quiz          <b>Midterm</b>	<a href="#">Discussion question</a>	<a href="#">Case study</a>  <a href="#">Student Application activity</a>
Week 10 July 26- Aug 1	Delegation an Art of Professional Practice  Self management:	Understand the five rights of delegation.  Explore personal and	Chapter 26, 28,30	Finals-50 items	Discussion Questions	



	Stress and Time Thriving for the Futures	professional stressors.				
FINALS						

**Course Policies**

• **Academic Center Services**

The Academic Center offers writing assistance to all Sul Ross students by appointment. Tutors will aid students in looking more critically at their own writing to examine issues such as organization, structure, and development of ideas.

**Academic Honesty**

The importance of academic honesty can never be overemphasized. As a critical matter that warrants severe sanction in the conventional setting, academic dishonesty in any of its forms is totally unacceptable in the SUL ROSS School of Nursing setting, where all students pursuing a nursing degree are held to high ethical, moral, & professional standards inherent to the nursing profession.

- When preparing course assignments, students must be careful to differentiate between their ideas & those derived from other sources by correctly following the American Psychological Association (APA) guidelines for citation of materials and quotes.
- Whenever ideas or facts are obtained from a student's reading, research, other students or faculty sources they must be properly cited according to standards set by SUL ROSS & the current edition of Publication Manual of the American Psychological Association (APA Manual).
- Plagiarism is a violation of academic honesty.
- Plagiarism is the academic equivalent of stealing.
- Plagiarism is using another person's work or ideas without giving credit and includes incorrect citation of quoted material.
- Plagiarism is dishonest because it misrepresents the work of another as your own.

**Sanctions** for plagiarism will be applied no matter how minor, intentional, or unintentional the infraction. Consequences will range from a significant grade reduction for a minor offense, to a "0" on the assignment or failure in the course for a moderate offense, to being dismissed from the Nursing program and University for a major infraction or a repeat offense. Any evidence indicating student involvement in academic dishonesty will be referred to the Dean of the School

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of Nursing. The student will be informed in writing of this referral. Any second offense will be reported to the University Academic Council according to SUL ROSS policy.

Refer to the SUL ROSS policy on Academic Dishonesty in the Student Handbook.

- **Attendance Policy**

### Attendance

Attendance is also determined internally by the system. To be in attendance each week you must post a message to any of the class discussions on 3 separate days in our course week. (The course week may vary depending on how the course is set up). **By posting all weekly assignments on time, you will automatically meet the attendance requirement.**

### Participation

Participation in this course represents a significant part of your final grade. I calculate participation on both the quantity and quality of the posts that are topic driven and meaningful to the development of the class discussion. **To earn full participation points you must post at least two substantive messages on three different days of the course week.**

For example, if the course week runs from Sunday to Saturday, you might post two messages on Tuesday, and two messages on Thursday and two messages on Friday. To ensure you get credit for all your posts, you might consider posting at **least two each day for each DQ..**

For successful course completion, all course objectives must be met. Absences may prohibit a student from meeting the objectives. When absent, the student is responsible for contacting the faculty member.

When a class absence(s) prohibits a student from meeting one or more course objectives, the absence(s) must be made up. Depending upon the nature and extent of the absence(s), a faculty member may require a make-up assignment. If family difficulties, financial concerns, work obligations, or life stressors are barriers to class attendance, the student should seek assistance .

When repeated absences or failure to make up absences occurs and prohibits achievement of course objectives, refer to the SUL ROSS class attendance policy.

- **Audio/Video Recording**

Students must receive prior permission of the person(s) presenting class information before audio and/or recording formal presentations or informal discussions.

- **Classroom Courtesy**

Students are expected to interact in a professional & courteous manner; arrive on time; be prepared for the day's assignment; and listen attentively when others are speaking. Private conversations should be avoided during class time. Cell phones must be silenced during class.

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Laptops or other electronic devices should be used in the classroom only for assigned course work.

- **Exams**

- **Accommodations**

Students may receive accommodations through established University guidelines

- **Makeup Exams**

Make-up exams will only be given at the discretion of the instructor. Students are strongly cautioned to notify the instructor immediately if legitimate and insurmountable obstacles prevent them from participating in a scheduled exam session.

- **Online Testing/Assessments**

Students are expected to:

- Take all Online Assessments during the allotted time period.
- Review the Instructions and Troubleshooting information before starting the Exam/Assessment.
- Save after answering each question.
- Click the Finish button, when the assessment is completed.
- Complete all assessments independent of both resource materials and others as directed by the faculty.

- **Late Assignments**

The due dates for all assignments will be strictly followed. [Late assignments may be accepted at the instructor's discretion. If accepted, the assignment grade may \(will\) be reduced by 15 points. Assignments will NOT be accepted beyond 1 day late and the grade will be a ZERO..](#)

- **Orientation to Courseware**

Students are expected to complete an orientation for the course delivery system, Blackboard (Bb) prior to beginning online or hybrid courses.

- **Reading Assignments & Class Participation**

The Students capacity to contribute to class discussions is directly related to their commitment to completing all reading assignments by the dates listed on the course schedule. Class participation (if applicable to the course) grades will reflect both the quantity and the quality of your participation.

Participation means completing assigned readings, offering relevant contributions to discussions by introducing new ideas, answering questions that increase group's understanding, showing consideration for other's ideas, interacting with groups to focus on pertinent questions, or challenging conclusions to think about the materials in new ways.

- **Student Handbook**

Students are responsible for knowing and complying with all policies and information contained in the SUL ROSS student handbook .

- **Technology**

Students must have continuous access to a computer and the Internet in order to take full advantage of the instructional delivery opportunities provided by the various nursing programs.

Students are required to regularly access, navigate, and utilize e-mail communication and the Blackboard (Bb) course site. Failure to access messages, announcements, or assignments sent or posted via these modalities may jeopardize the student's progress in the course and does not constitute a viable excuse for failing to meet course requirements and expectations. For questions about using e-mail or Bb, contact the technical support at Help Desk.