



SUL ROSS STATE UNIVERSITY  
RN TO BSN COMPLETION PROGRAM  
NURS 4301 – NURSING MANAGEMENT AND LEADERSHIP

**SEMESTER HOURS:** Three (3)

**PREREQUISITES:** Admission to the RN to BSN Completion Program

**COURSE DESCRIPTION:**

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.

**FACULTY INFORMATION:**

**Name:** Dr. Kim Leftwich, DNP, RN

**Office Hours:**

Hours available via e-mail: Monday-Friday 5:30 pm to 9:00pm

Hours available in person in your office: N/A

Hours available via office/home phone: Monday-Friday text so we can set up a time.

**Phone number:** 432-664-4340

**University E-mail:** [kx123wl@sulross.edu](mailto:kx123wl@sulross.edu)

**Personal Email:** [kleftwich@echd.org](mailto:kleftwich@echd.org)

**STUDENT LEARNING OUTCOMES:**

Each student enrolled in the course will be expected to meet course objectives that are presented within the applicable framework of the Texas Board of Nursing (TBON) Disseminated Essential Competencies of Graduates from Texas Nursing programs (DEC's), the American Association of College of Nursing (AACN) Essentials of Baccalaureate Education for Professional Nursing Practice (BSN Essentials), and the Quality and Safety Education for Nurses (QSEN) Knowledge, Skills and Attitudes (KSA's) in this course.

The student will be able to:

1. Apply leadership, management and organizational theories in relation to resource management, safety, quality, and effective delivery of nursing care to patients/clients.
2. Conclude the value of leader and manager in promoting and sustaining teamwork, effective communication and collaboration in systems.
3. Describe the legal, ethical, quality, and political issues that impact the nursing profession and affecting nursing practice.
4. Apply cost/budgeting principles to Leadership

**REQUIRED TEXTS:**

1. Yoder, Patricia. Leading and managing in nursing. 7th ed. St. Louis, MO: Elsevier/Saunders, 2019. ISBN: 978-0-323-44913-7



SUL ROSS STATE UNIVERSITY  
RN TO BSN COMPLETION PROGRAM  
NURS 4301 – NURSING MANAGEMENT AND LEADERSHIP

**COURSE LEARNING ACTIVITIES, ASSIGNMENTS, GRADING, AND EXPECTATIONS:**

**LEARNING ACTIVITIES:**

**Class, Discussion Board:**

Students will participate in online collaborative activities that explore management issues in professional nursing and health care. Students are expected to participate in weekly discussion board providing at least two (2) substantial comments each week. Initial post must be between 200-300 words and responses to questions must be at least 150 words.

**Individual Assignments:**

Students will complete assignments throughout the semester that are designed to help the student recognize the differences among leading, managing, and following and to understand how and why these behaviors are essential for organizations to move forward.

**Final Project:**

PowerPoint- Leadership Styles

**COURSE EXPECTATIONS:**

Verbal and written responses to assignments will incorporate evidence that the student has read appropriate assignments and is able to articulate information that reflects individual cognition and understanding of information. All written assignments must be presented in APA format. Any technical difficulties related to Blackboard Collaboration must be referred to the IT resources close to your home address and corrected as soon as possible. Making an appointment with the IT resource and taking your computer equipment with you to the appointment will lead to a successful learning process.

**Orientation to Course:**

Online orientation provides students with instruction on how to manage on line learning and to address questions concerning the course and course requirements.

**Faculty and Student Picture and Biography:**

Faculty will submit a picture and summary of their educational and professional experiences that prepared them to teach in respective courses to be posted online.

During the first week of class, each student must submit a snap-shot of picture of themselves with a brief personal and professional biography including educational and clinical experiences and any personal information that highlights why they are choosing to seek a BSN degree.

**STUDENT/FACULTY EXPECTATIONS IN THE TEACHING/LEARNING PROCESS**

Learning is a shared endeavor based upon respectful and collaborative relationships between students and faculty. The learning activities designed for this course were developed based upon the following:

1. As adult learners we are partners in learning.
2. Faculty members serve as a mentor, resource, guide, or coach and professional peer.



SUL ROSS STATE UNIVERSITY  
RN TO BSN COMPLETION PROGRAM  
NURS 4301 – NURSING MANAGEMENT AND LEADERSHIP

3. Our work and life experiences differ and serve to enrich our individual and mutual learning.
4. Each member of the class is committed to preparing for and successfully completing class learning activities.
5. Each member of the class will organize their time, learning goals, work schedules and family arrangements to fully participate in the course and assignment activities.
6. Each member of the class is able to use computer technology and access resources via the Internet and other mobile technologies as needed for this and other courses.

### COMMUNICATIONS:

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.

- **Announcements** – Check announcements each time you log onto the course.
- **Course E-mail** – All e-mail communication must be through your Sul Ross e-mail account. Check Sul Ross e-mail frequently for communications and make sure your email address is current. Faculty will respond to inquiries and comments within 24 hours Monday – Friday.
- **Responses to e-mails and course postings** – Please respond to faculty requests and/or communications within 24 hours. Use course or Sul Ross e-mail and if not available, mobile phone or texting between the hours of 9 am and 6 pm if possible.
- **Assignments** – All assignments should be submitted in Blackboard. 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. Assignments will be reviewed and returned with feedback/grade within 6 days of submission.
- **Writing and use of APA format** – All written assignments and discussion board postings will be submitted using the American Psychological Association (APA) Guidelines, as indicated by faculty. <http://owl.english.purdue.edu/owl/resource/560/01>

### USE OF 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 nursing program. If you have any technical questions, problems or concerns with Blackboard, do not spend more than 15 minutes on any technical problem, seek help immediately.

- Contact the 24-7 Help Desk at: 1-888-837-2882.
- Uvalde OIT Department: 830-279-3045
- Eagle Pass OIT Department: 830-758-5010
- Del Rio OIT Department: 830-703-4818

### ATTENDANCE AND PARTICIPATION:

- Your attendance is expected at every class meeting online, if scheduled and requested by the students. To be in attendance each week you must post a message to any of the class discussions in our course week.
- Readings and learning activities relevant to the weekly topic are identified in the course schedule and modules.
- Scholarly and knowledgeable participation requires that you read your assigned readings prior to joining the class discussions.



SUL ROSS STATE UNIVERSITY  
RN TO BSN COMPLETION PROGRAM  
NURS 4301 – NURSING MANAGEMENT AND LEADERSHIP

- Class discussions should incorporate new ideas, answering questions that increase the groups understanding, show consideration for other’s ideas, interacting with groups to focus on pertinent questions, or challenging conclusions to think about the material in a new way.
- An online course requires participation in all areas for accurate evaluation of performance including responding to the faculty requests or communications.
- To earn full participation points, you must post at least two substantive messages during the course week.
- If you have an emergency and cannot attend a class meeting or complete an assignment by the due date, you must contact your faculty by phone, e-mail, or text as soon as possible and make arrangements to make up the assignments.
- Blackboard course platforms have a tracking feature. This feature quantifies how often and when students are active in the course and also provides information if the student has accessed different pages of the course. The Blackboard tracking function may be utilized to verify student online participation.

**RULES OF NETIQUETTE:**

The term “netiquette” refers to written and unwritten rules regarding appropriate communication on the Internet. It will apply primarily to your interactions on the course Discussion Board, assignments both individual and group, and e-mail communications.

1. Help create a community of scholars by encouraging a cooperative win-win attitude in which all members of the class are willing to work together, each contributing in their own way.
2. Be helpful and be sure to do your part in an online class or in group work so that assignments can be completed.
3. Common courtesy and good manners, along with proper use of grammar, sentence structure, and correct spelling, are essential when taking an online class.
  - a. Use a meaningful title in the Subject line. For e-mail, include course number.
  - b. Use the person’s name you are writing to as a greeting in the first line of the message – this helps ensure you are writing to the intended person (group).
  - c. Close the posting by writing your full name at the end of the message.
4. Do not post anything too personal as all students in the class and your instructor will see what you write and the University archives all course materials;
5. Be courteous and respectful to students and faculty in the course.
  - a. There is a difference between making a statement that is a critical appraisal of an idea and criticizing someone for their point of view as it will be read by others;
  - b. Be careful with the tones of what you are communicating, sarcasm and subtle humor; one person’s joke may be another person’s insults;
  - c. Do not use all caps in the message box (it is considered shouting);
  - d. Do not use language that is inappropriate for a classroom setting or prejudicial in regard to gender, race or ethnicity.
6. Keep the messages you post to the Discussion Board relevant to the course and assignment, and provide a rationale including references as appropriate to support your point-of-view.
7. Avoid duplication. Read the previous discussions before you comment or ask a question as the information may have already been covered.
8. When posting a response, make sure you clarify the post to which you are responding.
9. If the topic you wish to address is already covered under an existing thread, do not start a new thread.
10. When responding to a specific comment, quote only the relevant part of the comment and stay focused on the assignment.



SUL ROSS STATE UNIVERSITY  
 RN TO BSN COMPLETION PROGRAM  
 NURS 4301 – NURSING MANAGEMENT AND LEADERSHIP

11. Try not to lurk, meaning you are just reading and not participating.
12. Quality of online communications/postings is important
  - a. It is not acceptable to present work or ideas of others as your own. If you quote from a source, use quotation marks and provide the original author’s name, year, and the work from which the quotation is taken. If you paraphrase, use your own understanding of the work if possible and give credit to the original author by citing name, year and source of the idea.
  - b. If the posting is going to be long, use paragraphs;
  - c. Do not overuse acronyms like you use in text messaging. Some of the participants may not be familiar with acronyms;
  - d. Just as you would proofread a formal paper, before posting;
    - i. Read what you have written for content;
    - ii. Rethink what you have written for tone;
    - iii. Reread what you have written for organization and coherence; and
    - iv. Revise what you have written for grammar, punctuation and mechanics.
    - v. Once you submit your work, discussion, or e-mail, you cannot change what you have written.
13. Don’t send large files as someone in your class may have a relatively slow internet connection and be sure to check for viruses when sending files.
14. Be patient if you do not get an immediate response to your postings as others may be on a different schedule. If it is urgent, you can contact other students of faculty by e-mail, phone, or text.

**ASSESSMENT OF STUDENT LEARNING:**

Evaluation of student performance is based on evidence of achievement of course objectives. Students are graded on their attendance and participation in the class discussion boards, online reflections and observations, clinical performance when applicable, knowledge and comprehension of reading assignments and completion of course assignments. Criteria for each course activity and assignments include grading rubrics are delineated either in the syllabus or in the modules.

<u>Course Requirements</u>	<u>Percentage</u>
1. Participation in Discussion Board	30%
2. Assignment: Ethics in Leadership	25%
3. Leader Interview Paper	25%
4. <u>Final project: PowerPoint -Leadership Style</u>	<u>20%</u>
<b>Total points</b>	<b>100</b>

1. **Calculation of Final Grade:** The final grade is derived as a summary of the points delineated on specific rubrics for the assignments and participation.

Grading Scale  
 A = 90 – 100  
 B = 80 – 89  
 C = 75 – 79  
 D = 70 – 74  
 F = 69 or below



SUL ROSS STATE UNIVERSITY  
RN TO BSN COMPLETION PROGRAM  
NURS 4301 – NURSING MANAGEMENT AND LEADERSHIP

2. **Course Evaluation**

Students are required to complete the RN BSN Course evaluation two weeks before the class is over as a requirement from the CCNE board. See the last page.

**POLICIES FOR EXAMS AND ASSIGNMENTS:**

**Late and Make-up Assignments:** To achieve the designated points for an assignment, the assignment must be submitted at or before the scheduled date and time. Fifteen points per calendar day will be deducted for late submission of assignments. Technological issues are not considered valid grounds for late assignment submission. Should scheduling conflicts and/or family emergencies arise, student should contact faculty by phone, e-mail, or text as soon as possible. If students have spoken with faculty and an agreement is reached, late make-up assignments can be arranged without penalty.











SUL ROSS STATE UNIVERSITY  
RN TO BSN COMPLETION PROGRAM  
NURS 4301 – NURSING MANAGEMENT AND LEADERSHIP

	<p>the work setting, professional organizations, legislators, and the development of health policy.</p> <p><b>Topic: Healthcare Organizations</b> Objectives:</p> <ol style="list-style-type: none"><li>1. Identify and compare characteristics that are used to differentiate healthcare organizations.</li><li>2. Classify healthcare organizations by major types.</li><li>3. Analyze economic, social, and demographic forces that drive the development of healthcare organizations.</li><li>4. Describe opportunities for nurse leaders and managers during the evolution of healthcare organizations.</li></ol> <p><b>Topic: Organizational Structures</b> Objective:</p> <ol style="list-style-type: none"><li>1. Analyze the relationships among mission, vision, and philosophy statements and organizational structure.</li><li>2. Analyze factors that influence the design of an organizational structure.</li><li>3. Compare and contrast the major types of organizational structures.</li><li>4. Describe the differences between redesign, restructuring, and reengineering of organizational systems.</li></ol>	<p><b>Chapter 10</b></p> <p><b>Chapter 11</b></p>	
<p>Week 5 Feb 10<sup>th</sup> to 16<sup>th</sup></p>	<p><b>Topic: Care Delivery Strategies</b> Objectives:</p> <ol style="list-style-type: none"><li>1. 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.</li><li>2. Differentiate reimbursement methods with regard to providing incentives to control cost.</li><li>3. Examine various aspects of cost considerations for nurses in managed care environments.</li></ol> <p><b>Topic: Staffing and scheduling</b> Objectives:</p> <ol style="list-style-type: none"><li>1. Integrate current research into principles to effectively manage nurse staffing.</li><li>2. Use technology to plan implement and evaluate staffing, scheduling, and the effectiveness of a unit's productivity.</li></ol>	<p><b>Chapter 12</b></p> <p><b>Chapter 13</b></p>	<p><b>Discussion Board Questions:</b></p> <p><b>DQ1 – Week 5</b> <b>DQ2- Week 5</b></p>





SUL ROSS STATE UNIVERSITY  
 RN TO BSN COMPLETION PROGRAM  
 NURS 4301 – NURSING MANAGEMENT AND LEADERSHIP

	<p>5. Explore the issues of patient safety, ethics, and information security and privacy within information technology.</p> <p><b>Topic: Delegating: Authority, Accountability, and Responsibility in Delegation Decisions</b>          Objectives:</p> <ol style="list-style-type: none"> <li>1. Examine the role of the employer or nurse leader, nurse delegator and delegate in the delegation process.</li> <li>2. Distinguish between authority, accountability and responsibility in the delegation process.</li> <li>3. Evaluate how tasks and relationships influence the process of delegation.</li> <li>4. Describe the challenges of delegating to unlicensed nursing personnel (UNP).</li> <li>5. Identify strategies to overcome under delegation, over delegation, and improper delegation.</li> <li>6. Comprehend the legal authority of the registered nurse in delegation.</li> </ol> <p><b>Topic: Leading Change</b>          Objectives:</p> <ol style="list-style-type: none"> <li>1. Analyze the nature and types of change in the healthcare system.</li> <li>2. Evaluate theories and conceptual frameworks for understanding and navigating change.</li> <li>3. Examine the use of select functions, principles, and strategies for initiating and managing change.</li> <li>4. Formulate desirable qualities of both staff nurses and nurse leaders who are effective change agents.</li> <li>5. Explore methods for sustaining change.</li> </ol>	<p><b>Chapter 17</b></p>          <p><b>Chapter 18</b></p>	<p><b>Assignment Due the 23rd at 11:59pm: Leadership Interview</b></p>
<p>Week 7          Feb 24<sup>th</sup> to          Mar 2<sup>nd</sup></p>	<p><b>Topic: Building Effective Teams</b>          Objectives:</p> <ol style="list-style-type: none"> <li>1. Evaluate the differences between a group and a team.</li> <li>2. Value four key concepts of teams.</li> <li>3. Describe the process of debriefing team functioning.</li> <li>4. Apply the guidelines for acknowledgment to a situation in your clinical setting.</li> <li>5. Compare a setting that uses agreements with your current clinical setting.</li> <li>6. Develop an example of a team that functions synergistically, including the results such a team would produce.</li> </ol>	<p><b>Chapter 19</b></p>	<p><b>Discussion Board Questions:</b></p> <p><b>DQ1 – Week 7</b>  <b>DQ2- Week 7</b></p>





**SUL ROSS STATE UNIVERSITY**  
**RN TO BSN COMPLETION PROGRAM**  
**NURS 4301 – NURSING MANAGEMENT AND LEADERSHIP**

	<p><b>Topic: Managing Quality and Risk</b>  <b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Apply quality management principles to clinical situations.</li> <li>1. Use the six steps of the quality improvement process.</li> <li>2. Practice using select quality improvement strategies to do the following: <ul style="list-style-type: none"> <li>● Identify customer expectations.</li> <li>● Diagram clinical procedures.</li> <li>● Develop standards and outcomes.</li> <li>● Evaluate outcomes.</li> </ul> </li> <li>3. Incorporate roles of leaders, managers, and followers to create a quality management culture of continuous readiness.</li> <li>4. Apply risk management strategies to an agency’s quality management program.</li> </ol>	<p><b>Chapter 23</b></p>	<p><b>Assignment Due the 9th at 11:59pm:  Leadership Style PowerPoint</b></p>
	<p><b>Topic: Translating Research into Practice</b>  <b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Value the nurse’s obligation to use research in practice.</li> <li>2. Analyze the differences among research, evidence-based practice, and practice-based evidence, comparative effectiveness research, outcomes research and quality improvement.</li> <li>3. Formulate a clinical question that can be searched in the literature.</li> <li>4. Identify resources for critically appraising evidence.</li> <li>5. Describe the potential of “big data” in a connected healthcare system.</li> <li>6. Assess organizational barriers to and facilitators for the translation of research into practice.</li> <li>7. Identify strategies for translating research into practice within the context of an organization.</li> </ol>	<p><b>Chapter 24</b></p>	
	<p><b>Topic: Managing Personal and Personnel Problems</b></p> <ol style="list-style-type: none"> <li>1. Differentiate common personal and personnel problems.</li> <li>2. Relate role concepts to clarification of personnel problems.</li> <li>3. Examine strategies useful for approaching specific personnel problems.</li> </ol>	<p><b>Chapter 25</b></p>	



SUL ROSS STATE UNIVERSITY  
RN TO BSN COMPLETION PROGRAM  
NURS 4301 – NURSING MANAGEMENT AND LEADERSHIP

	<ol style="list-style-type: none"><li>4. Prepare specific guidelines for documenting performance problems.</li><li>5. Value the leadership aspects of the role of the novice nurse.</li></ol>		
--	---	--	--

Revised: January 18th, 2025