



Nursing Leadership and Management

NURS330

Southwestern College Professional Studies

COURSE SYLLABUS

I. Course Catalog Description

Learners develop theoretical and practical knowledge of leadership and management components of nursing practice. Through a study of research-based theories and concepts, learners cultivate an appreciation for the roles of leadership and followership. The course also explores the nurse manager's operational leadership and management responsibilities, including effective communication skills, management of personnel, the budgetary process, risk management, and human resource responsibilities. Upon completion, learners will be able to utilize evidence-based research and practice knowledge to impact progressive healthcare improvements. *Prerequisite* NURS309.

II. Required and Supplementary Instructional Materials

Marquis, B.L. & Huston, C.J. (2015). *Leadership roles and management functions in nursing: Theory and application* (8th ed.). Philadelphia, PA: Wolters Kluwer

Other Resources:

American Psychological Association. (2010). *Publication manual of the American Psychological Association*. (6th ed.). Washington, DC: Author.

American Association of Colleges of Nursing (AACN). (2008). [*The essentials of Baccalaureate education for professional nursing practice*](#). Washington, DC: Author.

III. Learning Outcomes

Learning outcomes describe the knowledge, skills, values, and attitudes that learners gain as the result of a particular learning experience. Southwestern College Professional Studies has [learning outcomes specific to the Nursing Program](#), as well as [institution-wide outcomes](#) related to the mission and vision of the college. Outcomes can help learners and instructors focus on the big picture of the learning experience and can help inform potential employers about a graduate's knowledge and skills.

Upon successfully completing this course, the learner will be able to:

Learning Outcome	Related Program Outcome(s)
1. Discuss various leadership and management theories and the application of these theories to professional nursing practice, including effectiveness, efficiency, and productivity.	3, 6, 7, 10
2. Examine leadership concepts, skills, and decision-making to create a culture of safety and high quality nursing care as a member of the inter-professional team.	1, 2, 3, 6, 7, 8, 9
3. Evaluate knowledge and skills of assertiveness, delegation, mentoring, networking, problem-solving, and stress-management in complex health care environments.	3, 4, 5, 6, 7, 9, 10
4. Acknowledge the need for change, and participate in identification of creative strategies to enable systems to change	3, 4, 5, 6, 7, 8, 9, 10
5. Incorporate effective communication techniques, including negotiation and conflict resolution, to promote positive working relationships	5, 6, 7
6. Apply knowledge and tools available to manage physical, fiscal, and human resources	3, 5, 8

Learning Outcome	Related Program Outcome(s)
7. Discuss legal, ethical, evidence-based application and information technology influences upon nursing leadership and management in the 21 st century.	3, 5, 6, 7, 8
8. Identify nursing staffing and scheduling options and the potential impacts of various staffing systems on patient outcomes	5, 6

At the end of the course, learners may vary in their ability to achieve these outcomes. You are more likely to achieve these outcomes only if you attend class and/or online activities as required by the syllabus, complete the requirements for all assignments to the best of your ability, participate actively in class activities and group work as directed, and study diligently for exams.

IV. [Course Policies](#)

Students are expected to read and abide by the course policies located in the instructor-specific syllabus in the blackboard course.

V. [Course Requirements:](#)

Requirements	Number of Assignments	Points Possible	Percent of Grade
Discussion Board Assignments	7	190	19%
Unit Assignments	6	210	21%
Servant Leadership Writing Exercise	1	50	5%
Nurse Leader Interview	1	150	15%
Staffing Decisions Exercise	1	50	5%
Budget Analysis	1	150	15%
Leadership Reflection Paper	1	150	15%
State Board Recovery Report	1	50	5%
Total Points		1000	100%

VI. [Course at a Glance:](#)

Unit	Unit Learning Objectives	Reading & Preparation Activities	Graded Work Due	Related Learning Outcomes
1	<ul style="list-style-type: none"> Discuss the difference between leaders and managers; importance of followership Understand the roles and functions of the nurse manager Discuss management roles for nurses in healthcare and the behaviors of professional nurse managers Apply knowledge of leadership theory in carrying out the nurse's role as a leader. 	<ul style="list-style-type: none"> Read Marquis & Huston, Chapters 2 & 3 View Drew Dudley: Everyday Leadership Read the article "Investigation...an original leadership concept" by Kimberly M. Perkins Review Chapters 2 & 3 PowerPoints Read and begin working on the Nurse Leader Interview Assignment due in Unit 5 	<ul style="list-style-type: none"> Introductions discussion Unit 1 Discussion 1 Unit 1 Assignment Unit 1 Writing Exercise: Servant Leadership in Nursing and Medicine 	1,2,3,4,5,7

Unit	Unit Learning Objectives	Reading & Preparation Activities	Graded Work Due	Related Learning Outcomes
2	<ul style="list-style-type: none"> • Understand the budget process – development, monitoring and control • Describe budget variance and performance • Review staffing and scheduling challenges, including HPPD guidelines and calculating unit FTEs • Discuss nursing care delivery models and the impact on different systems • Describe options for recruiting and selecting staff • Critique organizational, regulatory, staff, and patient dynamics underlying the development of a staffing plan. 	<ul style="list-style-type: none"> • Read Marquis & Huston Chapter 10, 15, & 17 • Review Chapters 10, 15, & 17 PowerPoints • Read Nursing Fatigue and Staffing Costs: What's the Connection by Kimra Reed • Read and begin working on the Budget Analysis Assignment due in Unit 4 • Continue working on your Nurse Leader Interview Assignment 	<ul style="list-style-type: none"> • Unit 2 Assignment • Unit 2 Discussion • Unit 2 Staffing Decisions Exercise 	1,3,6,8
3	<ul style="list-style-type: none"> • Identify and use appropriate performance appraisal tools for measuring professional nursing performance. • Review the processes of coaching, motivating staff, disciplining and terminating staff • Understanding personnel problems, including effects of absenteeism, turnover and retention of staff • Explain various disciplinary issues and the disciplinary process 	<ul style="list-style-type: none"> • Read Marquis & Huston, Chapters 24 & 25 • Review Chapter 24 and Chapter 25 PowerPoints • Read “Which of These Paths is Right for You? By Lori Maloy • Continue working on your Nurse Leader Interview Assignment 	<ul style="list-style-type: none"> • Unit 3 Assignment • Unit 3 Discussion • Unit 3 State Board of Nursing Recovery Program Report 	1,2,3,4,5,7

Unit	Unit Learning Objectives	Reading & Preparation Activities	Graded Work Due	Related Learning Outcomes
4	<ul style="list-style-type: none"> • Analyze social, political, and cultural forces that may affect the ability of 21st-century healthcare organizations to forecast accurately in strategic planning • Understand the strategic planning process, goals setting and value of marketing • Evaluate the use of select functions, principles and strategies for initiating and managing change • Identify strategies to manage resistance to change • Describe how the structure of an organization facilitates or impedes communication, flexibility, and job satisfaction. • Define "group think" and discuss the impact of group think on organizational decision making and risk taking 	<ul style="list-style-type: none"> • Read Marquis & Huston, Chapters 7, 8, 12 • Review Chapters 7, 8, 12 PowerPoint • Read Crucial Ideas for the Next Decade of Nursing Leadership and Administration Research • Read Lewin's Theory of Planned Change as a Strategic Resource • Complete your Budget Analysis Assignment • Continue working on your Nurse Leader Interview Assignment 	<ul style="list-style-type: none"> • Unit 4 Assignment • Unit 4 Discussion • Budget Analysis Assignment 	1,2,3,4,5,6,7
5	<ul style="list-style-type: none"> • Recognize delegation as a learned skill imperative to professional nursing practice • Identify common causes of underdelegation, overdelegation, and improper delegation as well as strategies to overcome these delegation errors • Identify the stages of conflict • Select appropriate conflict resolution strategies to solve various conflict situations • Discuss the laws that govern collective bargaining, roles and the grievance process 	<ul style="list-style-type: none"> • Read Marquis & Huston, Chapters 20, 21, 22 • Review Chapter 20, Chapter 21, and Chapter 22 PowerPoints • Read Interactive Strategies: Time Management, Prioritization, and Delegation • Read Collaboration: A Key Component to Excellence • Read Preparing Departments for Work Stoppage • Complete your Nurse Leader Interview Assignment 	<ul style="list-style-type: none"> • Unit 5 Assignment • Unit 5 Discussion 1 • Nurse Leader Interview Assignment 	1,2,3,4,5,7

Unit	Unit Learning Objectives	Reading & Preparation Activities	Graded Work Due	Related Learning Outcomes
6	<ul style="list-style-type: none"> ● Differentiate between the manager's responsibility to advocate for patients, subordinates, the organization, the profession, and for self ● Identify ways individual nurses can become advocates for the profession ● Specify both direct and indirect strategies to influence legislation ● Analyze how time is managed both personally and at the unit level of the organization ● Recognize lifelong learning as a professional expectation and responsibility ● Identify factors creating the current, pressing need for transition-to-practice programs to retain new graduate nurses and prepare them for employment ● Recognize the need to create a work environment in which both organizational and individual needs can be met ● Develop increased self-awareness about personal motivation and the need for "self-care" to remain motivated in a leadership or management role 	<ul style="list-style-type: none"> ● Read Marquis & Huston, Chapters 6, 9, 11, 18 ● Review Chapter 6, 9, 11, 18 PowerPoints ● Read Tips to Reduce Dangerous Interruptions by Healthcare Staff ● Read Forecast: 100% Chance of Talent ● Read Strengthening Frontline Nurse Investment in Organizational Goals ● Read and complete the Leadership Reflection Paper Assignment 	<ul style="list-style-type: none"> ● Unit 6 Assignment ● Unit 6 Discussion ● Leadership Reflection Assignment 	1,2,3,4,5,7

VII. Other Policies and Requirements

Follow this link to the Southwestern College Professional Studies [Standard Syllabus](#) in Blackboard. You may be required to log in.