



Nursing Leadership and Management

NURS330 [all sections]

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. Course Delivery

All courses in the Nursing Program are delivered Online and typically contain a blend of synchronous (real-time) and asynchronous (not real-time) material. Learners are also required to complete any practicum course requirements. Depending on the course, you may be required at times to interact "live," which might mean attending a scheduled Collaborate session. You may also be required to view or listen to a lecture or other video on a specific date and time. Of course, if there are circumstances that prohibit you from logging in to a scheduled synchronous activity, an alternate assignment will be provided. Please refer to the [Course at a Glance](#) section which will note any synchronous activities.

IV. 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

Learning Outcome	Related Program Outcome(s)
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
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.

V. **Expectations**

Learners can expect the instructor to:

- Respond to e-mail and phone contact attempts promptly (if you do not receive a response after 48 hours please follow-up as a technology glitch may have occurred)
- Substantially participate in weekly discussions/lecture
- Employ impartial and consistent grading practices
- Provide assignment grades and feedback in one week or less

Instructors can expect the learner to:

- Review the syllabus in its entirety requesting clarification prior to beginning week 1 coursework
- Obtain access to the required course materials prior to the class start date or notify the instructor of any delay no later than Tuesday of week 1 of the course
- Submit course assignment questions with enough notice to receive and incorporate feedback prior to the assignment due date (see [course late policy](#))
- Possess basic skills in Microsoft Office, and have the ability to access Blackboard
- Include the [course ID](#) (Ex: CORE101) on all e-mail correspondence
- Check Blackboard course announcements often during the course
- Communicate with instructors and classmates in a professional and respectful manner
- Substantially participate in weekly discussion/lecture (it is strongly suggested that Bb posts be prepared in a word processing software application then checked for grammar errors prior to submission)
- Submit assignments via the appropriate avenue (e.g. discussion board, Bb assignment link, etc.)
- Adhere to the Southwestern College [Student Code of Conduct](#) and [Standards of Academic Integrity](#)
- Create and submit original work

VI. **Grading Scale and Criteria**

<u>Grade</u>	<u>Quality Points</u>	<u>Course Scale</u>
A+	4.00	100%
A	4.00	94.0-99.9%
A-	3.67	90.0-93.9%
B+	3.33	87.0-89.9%

<u>Grade</u>	<u>Quality Points</u>	<u>Course Scale</u>
B	3.00	84.0-86.9%
B-	2.67	80.0-83.9%
C+	2.33	77.0-79.9%
C	2.00	74.0-76.9%
C-	1.67	70.0-73.9%
D+	1.33	67.0-69.9%
D	1.00	64.0-66.9%
D-	0.67	60.0-63.9%
F	0.00	< 60.0%

<u>Grade:</u>	<u>Criteria and Guidelines:</u>
A+	The grade of A+ is reserved for a perfect score (100%) of all work in a course.
A	Superior work: Superior performance that far exceeds the minimum expectations and demonstrates an excellent understanding of the concepts addressed in the course.
B	Above average work: Good performance that exceeds the minimum expectations and demonstrates a higher than average understanding of the concepts addressed in the course.
C	Average Work: Adequate performance that meets the minimal expectations and demonstrates a basic understanding of the concepts addressed in the course.
D	Minimally acceptable work for receiving credit: Below average performance that does not meet the minimum expectations and/or does not demonstrate a basic understanding of the concepts addressed in the course.
F	Failure: Unacceptable performance (in a professional context, this means “you’re fired.”)
WF	Withdraw/Fail: A final grade of WF will be recorded for learners who either never access/attend or submit any assignments for courses.
WD, AW, I, S, W, WM	Please refer to the Grading System section of the appropriate catalog.

VII. The Mission of Southwestern College

Southwestern College provides a values-based learning experience that emphasizes intellectual, personal, and spiritual growth. Founded in 1885 by Kansas Methodists and now related to the Kansas West Conference of the United Methodist Church, the college offers bachelor’s, master’s and doctoral degrees on-ground and online.

VIII. College Policies

Learners are expected to read and abide by the college policies as listed in the [Undergraduate Catalog](#) and the [Nursing Handbook](#).

[Non-Discrimination Policy](#)

[Student Code of Conduct](#)

[Academic Integrity Policy](#)

[Policies for Dealing with Violations of Academic Integrity](#)

[Incomplete Policy](#)

[Withdraw Policy](#)

IX. Nursing Program Policies

In order to pass a course **ALL** key assignments must be complete. Failure to complete and submit any key assignment may result in a failing grade for the course.

X. Course Policies

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

XI. [Technology Requirements](#)

XII. APA Citation

Check the Academic Resources link in the course menu of your Blackboard course to find the specific requirements and resources for formatting manuscripts and documenting various kinds of sources when submitting written work.

XIII. SafeAssign®

This instructor may use SafeAssign®, which is a system that allows for checking the originality of writing and proper APA citing. Your assignments may be run through this software.

XIV. 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%

XV. 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

XVI. College Resources

[Advising](#)

[Self-Service](#)

[Withdraw Form](#)

[Blackboard Learn](#)

[SCPS Bookstore](#)

[Deets Library](#)

[Online Writing Center](#): View this brief [video tutorial](#) that explains how to enroll

IT Support: Marilyn.clements@sckans.edu or 888-684-5335 x.121

XVII. ADA Compliance Statement

Southwestern College Professional Studies is committed to making reasonable accommodations for qualified learners with documented disabilities. If you have a disability that may impact your learning and for which you may need accommodations, please notify the Director of Learner Support and Academic Success, at 888.684.5335.