# THE UNIVERSITY OF TEXAS AT ARLINGTON COLLEGE OF NURSING

## RN to BSN ACADEMIC PARTNERSHIP PROGRAM

### N4455 Nursing Leadership and Management

### Course Description
Exploration of organizational strategies, leadership theories and societal trends with implications for decision-making in health care. Introduction to management and leadership skills needed by professional nurses with clinical application in diverse settings.

### Credit Hours and Clock Hours
Credit Hours 4

### Placement in Curriculum
FOR REGISTERED NURSE STUDENTS
ONLY. Junior or Senior Semester

### Course Prerequisites
N3645 Professional Nursing

### Course

### Instructors

### N 4455-500
**Susan Norman, MS, RN, CCRN**
Clinical Assistant Professor
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Email: snorman@uta.edu

### N 4455-503
**Gladys Maryol, RN, MHA**
Clinical Assistant Professor
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## Course Outcomes

1. Apply theories, evidence, trends, and issues in making management decisions and selecting change models.

2. Analyze patient care delivery models and discuss effectiveness of observed processes of delegation.

3. Formulate a plan for personal professional development that values lifelong learning.

4. Demonstrate knowledge of the Texas Nursing Practice Act and Texas Board of Nursing rules that emphasize safety, as well as all federal, state, and local government and accreditation organization safety requirements and standards.

5. Analyze measures to promote quality and a safe environment for patients, self, and others.

6. Demonstrate effective written and verbal communication skills as well as the ability to be an active, productive team member.

7. Promote the practice of professional nursing through leadership activities and advocacy.

8. Demonstrate responsibility for continued competence in nursing practice and develop insight through reflection, self-analysis, self-care, and lifelong learning.

9. Apply key components and processes of financial management or the health care organization.

10. Explore effective processes for improving client care outcomes, utilizing evidence based practice to support provision of safe nursing care and acknowledging one's role in preventing errors and promoting quality improvement.

11. Communicate and manage information using technology in support of decision making to improve patient care and delivery systems.

## UTA College of Nursing Grading Criteria

**In undergraduate UTA nursing courses, all grade calculations will be carried out to two decimal places, and there will be no rounding of grades.**

Letter grades for tests, written assignments, end-of-course grades, etc. shall be:

> A: 90.00 – 100.00
>
> B: 80.00 – 89.99
>
> C: 70.00 – 79.99
>
> D: 60.00 – 69.99

The existing rule of C or better to progress remains in effect; therefore, to successfully complete a nursing course, students shall have a course grade of 70.00 or greater.

Students are expected to keep track of their performance throughout the semester and seek guidance from available sources (including the instructor) if their performance drops below satisfactory levels.

## Late Policy

There will be a deduction of 5 points per day for each late assignment.

Late initial discussion responses will be penalized 5 points for every day late up until the due date and time, there will be no credit given for late peer responses.

## Evaluation

| Components to Be Graded | Percent of Grade |
|---|---|
| **Self-Assessment, Discussions, and Situaltional Analysis** | **10%** |
| **Staffing and Budgeting** | **20%** |
| **Change Theories Project** | **25%** |
| **Professional Development Plan** | **10%** |
| **Organizational Analysis (35% total)**<br>• Interview Plan – 5%<br>• Organization – 10%<br>• Nurse Leader – 10%<br>• Your experience – 10% | **35%** |

## Required Textbook

Sullivan, E.J.. (2012). *Effective leadership and management in nursing* (8th ed.). Upper Saddle River, NJ:  Pearson Prentice Hall.

## Teaching Strategies

Lecture
Student discussion and application exercises Observation of a health care organization

## Course Planning Calendar

| Module | Assignment | Due Date |
|---|---|---|
| **Module 1** | Assignment: Attestation Form | **WED 2359**<br>**Week 1** |
| | Assignment: Leadership Self- Assessment (Do not submit Inventory sheet) | **WED 2359**<br>**Week 1** |
| | Assignment: Situational Analysis | **SAT 2359**<br>**Week 1** |
| | | **SAT 2359**<br>**Week 1** |
| | Discussion 1<br>Who Controls Nursing | **Post WED 2359**<br>**Week 1**<br><br>**Replies SAT 2359**<br>**Week 1** |
| | Discussion 2 Quality Data Review | **Post WED 2359**<br>**Week 1**<br><br>**Replies SAT2359**<br>**Week 1** |
| **Module 2** | Discussion 1<br>Conflict in the workplace | **Post WED 2359**<br>**Week 2**<br><br>**Replies SAT 2359**<br>**Week 2** |
| | Discussion 2<br>Situation examples | **Post WED 2359**<br>**Week 2**<br><br>**Replies SAT 2359**<br>**Week 2** |
| | Assignment: Organizational Analysis – Shadowing Plan | **WED 2359**<br>**Week 2** |
| | Assignment 2: Change Theories Project | **SAT 2359**<br>**Week 2** |
| **Module 3** | Discussion Board 1<br>Tasks and Functions in work environment | **Post WED 2359**<br>**Week 3**<br><br>**SAT 2359**<br>**Week 3** |
| | Assignment 1: Financial Management Case Study | **SAT 2359**<br>**Week 3** |
| | Assignment 2: Organizational Analysis-<br><br>The Organization | **SAT 2359**<br>**Week 3** |

| Module | Assignment | Due Date |
|---|---|---|
| **Module 4** | Discussion 1<br><br>Workplace Violence | **Post WED 2359**<br>**Week 4**<br><br>**Replies SAT2359**<br>**Week 4** |
| | Discussion 2<br><br>Use of Nursing Process to improve performance | **Post WED 2359**<br>**Week 4**<br><br>**Replies SAT2359**<br>**Week 4** |
| | Situational Analysis | **Submit  SAT 2359**<br>**Week 4** |
| | Week 4 Assignment: *Organizational Analysis – The Nurse Leader* | **SAT 2359**<br>**Week 4** |
| **Module 5** | Discussion Reflective analysis | **WED 2359**<br>**Week 5**<br><br>**Replies SAT 2359**<br>**Week 5** |
| | Week 5 Assignment 1: *Organizational Analysis – Your Experience*<br>Week 5 Assignment 2: Professional Development Plan | **SAT 2359**<br>**Week 5**<br>**SAT 2359**<br>**Week 5** |
| | <mark>**NO ASSIGNMENTS ACCEPTED AFTER COURSE CLOSES…..**</mark> | |

## LIBRARY INFORMATION

Peace Williamson
Stem Librarian, Central library
702 Planetarium Place, Office#216
Arlington, TX 76019 http://www.uta.edu/library/ | peace@uta.edu
Research information on nursing: **http://libguides.uta.edu/nursing**

## RN-BSN Program Support Staff

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# UTA Information

## Attendance

At The University of Texas at Arlington, taking attendance is not required. Rather, each faculty member is free to develop his or her own methods of evaluating students' academic performance, which includes establishing course-specific policies on attendance. As the instructor of this course, there are deadlines for assignments in this online format but there are no requirements for attendance.

## Academic Integrity

All students enrolled in this course are expected to adhere to the UT Arlington Honor Code:

> *I pledge, on my honor, to uphold UT Arlington's tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence. I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.*

Instructors may employ the Honor Code as they see fit in their courses, including (but not limited to) having students acknowledge the honor code as part of an examination or requiring students to incorporate the honor code into any work submitted. Per UT System *Regents' Rule* 50101, §2.2, suspected violations of university's standards for academic integrity (including the Honor Code) will be referred to the Office of Student Conduct. Violators will be disciplined in accordance with University policy, which may result in the student's suspension or expulsion from the University.

## Plagiarism

Copying another student's paper or any portion of it is plagiarism. Additionally, copying a portion of published material (e.g., books or journals) without adequately documenting the source is plagiarism. If <u>five</u> or more words in sequence are taken from a source, those words must be placed in quotes and the source referenced with author's name, date of publication, and page number of publication. If the author's <u>ideas</u> are rephrased, by transposing words or expressing the same idea using different words, the idea must be attributed to the author by proper referencing, giving the author's name and date of publication. If a single author's ideas are discussed in more than one paragraph, the author must be referenced at the end of each paragraph. Authors whose words or ideas have been used in the preparation of a paper must be listed in the references cited at the end of the paper. Students are encouraged to review the plagiarism module from the UT Arlington Central Library via http://library.uta.edu/tutorials/Plagiarism

## Disability Accommodations

UT Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including *The Americans with Disabilities Act (ADA), The Americans with Disabilities Amendments Act (ADAAA),* and *Section 504 of the Rehabilitation Act.* All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of disability. Students are responsible for providing the instructor with official notification in the form of **a letter certified** by the Office for Students with Disabilities (OSD). Only those students who have officially documented a need for an accommodation will have their request honored. Students experiencing a range of conditions (Physical, Learning, Chronic Health, Mental Health, and Sensory) that may cause diminished academic performance or other barriers to learning may

seek services and/or accommodations by contacting:
**The Office for Students with Disabilities, (OSD)** www.uta.edu/disability or calling 817-272-3364. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at www.uta.edu/disability.

**Counseling and Psychological Services, (CAPS)** www.uta.edu/caps/ or calling 817-272-3671 is also available to all students to help increase their understanding of personal issues, address mental and behavioral health problems and make positive changes in their lives.

## Non-Discrimination Policy

*The University of Texas at Arlington does not discriminate on the basis of race, color, national origin, religion, age, gender, sexual orientation, disabilities, genetic information, and/or veteran status in its educational programs or activities it operates. For more information, visit uta.edu/eos.*

## Title IX Policy

The University of Texas at Arlington ("University") is committed to maintaining a learning and working environment that is free from discrimination based on sex in accordance with Title IX of the Higher Education Amendments of 1972 (Title IX), which prohibits discrimination on the basis of sex in educational programs or activities; Title VII of the Civil Rights Act of 1964 (Title VII), which prohibits sex discrimination in employment; and the Campus Sexual Violence Elimination Act (SaVE Act). Sexual misconduct is a form of sex discrimination and will not be tolerated. *For information regarding Title IX, visit* www.uta.edu/titleIX or contact Ms. Jean Hood, Vice President and Title IX Coordinator at (817) 272-7091 or jmhood@uta.edu.

## Student Support Services

UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at http://www.uta.edu/universitycollege/resources/index.php.

## The English Writing Center (411LIBR)

The Writing Center Offers free tutoring in 20-, 40-, or 60-minute face-to-face and online sessions to all UTA students on any phase of their UTA coursework. Our hours are 9 am to 8 pm Mon.-Thurs., 9 am-3 pm Fri. and Noon-6 pm Sat. and Sun. Register and make appointments online at http://uta.mywconline.com. Classroom Visits, workshops, and specialized services for graduate students are also available. Please see www.uta.edu/owl for detailed information on all our programs and services.

## Electronic Communication

UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding

financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at http://www.uta.edu/oit/cs/email/mavmail.php.

## Campus Carry

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. Under the new law, openly carrying handguns is not allowed on college campuses. For more information, visit http://www.uta.edu/news/info/campus-carry/

## Student Feedback Survey

At the end of each term, students enrolled in face-to-face and online classes categorized as "lecture," "seminar," or "laboratory" are directed to complete an online Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student's feedback via the SFS database is aggregated with that of other students enrolled in the course. Students' anonymity will be protected to the extent that the law allows. UT Arlington's effort to solicit, gather, tabulate, and publish student feedback is required by state law and aggregate results are posted online. Data from SFS is also used for faculty and program evaluations. For more information, visit http://www.uta.edu/sfs.

## College of Nursing Information

### APA Format

*APA* style manual will be used by the UTACON with some specific requirements for the Undergraduate courses. The sample title page & instructions, as well as a Manuscript Preparation document can be found in the Student Handbook which can be found by going to the following link and clicking on BSN Student Handbook:
http://www.uta.edu/nursing/bsn-program/

### Student Code of Ethics

The University of Texas at Arlington College of Nursing supports the Student Code of Ethics Policy. Students are responsible for knowing and complying with the Code. The Code can be found in the College of Nursing Student Handbook.

### Code of Professional Conduct

Nursing students in the UTA CON are considered to be part of the nursing profession. As members of the profession, students are expected to commit to and maintain high ethical standards.

Students are responsible and accountable for their own academic and professional behaviors and the resulting consequences. Students will demonstrate self-discipline throughout all aspects of their nursing education, including meeting academic responsibilities and exhibiting professional conduct in the classroom and in the community, as outlined in the Texas Nurse Practice Act and Texas State Board of Nursing Policies.

It is each student's responsibility to promote scholastic honesty and professional ethics by actively participating with faculty in maintaining a quality academic environment.

Students are expected to guard public safety by immediately reporting to faculty, any incident they observe or are aware of which would allow incompetent, unethical, or illegal practice by another individual. Having knowledge of and failing to report such behaviors constitutes a breach of both academic and professional responsibilities.

Refer to the Student Handbook for more information.

### Online Conduct

The discussion boards should be viewed as a public and professional forum for course-related discussions.

Students are free to discuss academic matters and consult one another regarding academic resources. The tone of postings should be professional in nature.

It is not appropriate to post statements of a personal or political nature, or statements criticizing classmates or faculty.

Inappropriate statements/language will be deleted by the course faculty and may result in denial of access to the discussion board.

Announcements from student organizations may be posted to the designated level discussion boards (not associated with this course). Students are to refrain from discussing this course, including clinical situations, written assignments, peers, or faculty on all social networking sites such as Facebook, Twitter, etc.

Failure to comply with these expectations may result in further action including but not limited

to removal from the discussion board.

Refer to UTA College of Nursing Student Handbook for more information.

## Professional Conduct on Blackboard and Social Media Sites

The Blackboard Discussion Board is to be viewed as a professional forum for student discussions. Students are free to discuss academic matters and consult one another regarding academic resources. The tone of postings on the Blackboard Discussion Board is to remain professional in nature at all times. It is not appropriate to post statements of a personal or political nature, or statements criticizing classmates or faculty. Statements considered inappropriate will be deleted by course faculty. Announcements from student organizations may be posted to the designated level discussion board (not associated with this course). Students are to refrain from discussing this course, including clinical situations, written assignments, peers, or faculty on all social networking sites such as Facebook, Twitter, etc. Failure to comply with these expectations may result in further action including but not limited to removal from the discussion board.

## Computer Requirements:

All computers on campus will access Blackboard. If you choose to access from home you must have a computer and a quality Internet provider such as DSL, Cable, or Satellite (regular telephone is not adequate). Questions about adequate computer hardware should be directed to the UTA help desk at 817-272-2208 or [www.helpdesk@uta.edu.](www.helpdesk@uta.edu) They are open the same hours as the Library.

**Your home computer's compatibility with Blackboard is your responsibility. Neither the helpdesk nor your instructor is responsible for the functionality of your home computer's configuration.** If you have doubts about your own equipment you may wish to work at the many UTA Computer Labs on campus.

**Please do not bring your technical problems to class. Your instructors are not available for technical support please call or contact the helpdesk.**

## Word of caution:

**Do not** rely on employer's computer system to access Blackboard. Students have encountered various problems (such as dropping them in the middle of an on-line quiz) due to the special filters, fire walls, program blocking programs, and barriers they put on their systems. It is advised to not take any on-line quizzes on a wireless system as students have also been dropped and used up their time trying to reconnect. Use a more stable system.

## Software:

Your software (WORD, POWERPOINT, EXCEL and WINDOWS) should be up to date. As a student you may purchase the latest WINDOWS XP and OFFICE from the Computer Store in Ransom Hall for a very nominal fee. Please take advantage of this opportunity.

## Observance of Religious Holy Days:

Undergraduate Nursing faculty and students shall follow the University policy regarding Observance of Religious Holy Days:
[http://wweb.uta.edu/catalog/content/general/academic_regulations.aspx#6](http://wweb.uta.edu/catalog/content/general/academic_regulations.aspx#6)

## DROP POLICY

\*\*To drop a course on or after the first day of class

• Fill out the drop form for the Accelerated Online Nursing students, fill out the form: http://academicpartnerships.uta.edu/documents/Drop-Request-Form.pdf

• Save the form and email it to your academic advisor at Rnadvising@uta.edu

•Drops can only be requested through your MyMav email. Do not call! If you call you will be instructed to email in your request using your MyMav email only.

• All drops are final.

•Drop requests must be submitted by 4:00 PM CT in order for a drop to be processed the same day. If a drop request is submitted after 4:00 PM CT, on weekends or holidays, it will be processed the next business day. Students who submit a drop request after 4:00 PM CT will be subject to the next business day's refund and drop deadline policies. If a request to drop a course is received after 4:00 PM CT on the last day to drop, your request may not be reviewed or processed.


**The Student Handbook can be found by going to the following link:**
http://www.uta.edu/nursing/bsn-program/ and clicking on the link titled BSN Student Handbook located in the lower left-hand corner.

## Module Objectives

In each module you will demonstrate mastery of objectives. The table below details the course activity where you will demonstrate mastery of each objective.

| Module | Objectives | Course Activity |
|---|---|---|
| 1 | Explain how organizations function. | Chapter 2 Reading |
| | Compare and contrast characteristics of leadership and management. | Situational Analysis, Change Theories Project |
| | Apply trends, issues, theories, and evidence as guidelines for management decisions. | Discussion 2 |
| 2 | Analyze patient care delivery models, including the process of delegation. | Change Theories Project, Organization Assignment |
| | Evaluate effectiveness of communications patterns using specific management situations. | Discussion 1, Chapter 9 Reading |
| | Explain how to effectively lead a team and function as a member of an interdisciplinary team. | Discussion 1, Chapter 11 Reading |
| | Use effective techniques to analyze and manage conflicts. | Discussion 1 |
| | Utilize quality improvement processes for improving client care outcomes. | Discussion 2 |
| 3 | Apply trends, issues, theories, and evidence as guidelines for management decisions. | Discussion |
| | Apply key components and processes of financial management for the healthcare organization. | Assignment 1 – Financial Management Case Study |
| | Use management tools and skills to create a more workable environment. | Assignment 1 – Financial Management Case Study |
| 4 | Apply trends, issues, theories, and evidence as guidelines for management decisions. | Assignment 1 – Organizational Analysis; Discussion |
| | Use management tools and skills to create a more workable environment. | Assignment 2 – |
| 5 | Explain the role and responsibility of a professional nurse to advance quality care in patients. | Assignment 1 – Experience Assignment 2 |