

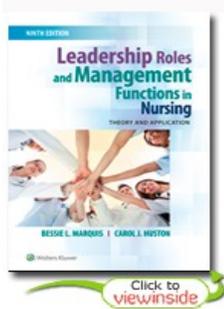
# NUR 402 Management and Leadership in Nursing

Fall 2020

Thursday 2:20-5:10pm

**COURSE INSTRUCTOR:** Lauren Lebo RN, MPH  
**CONTACT INFORMATION:** Email: lauren.lebo@nyack.edu (Best), Phone: (860) 729-8551  
**APPOINTMENT INFORMATION:** Office Hours: Thursday 5:30-6:30pm (or other scheduled time with instructor)  
*Please request all appointments in advance.*

**REQUIRED TEXTS:** Lippincott CoursePoint for Huston: Leadership Roles and Management Functions in Nursing ISBN#: ISBN: **978-1-4963-4979-8**



**CATALOG COURSE DESCRIPTION:** The role and responsibilities of nurses in management positions will be explored. Key student learning concepts include: ethics, law, advocacy, change, fiscal planning, organizational structure, staffing, scheduling, conflict resolution, organizational structure, budgeting, staffing, quality control and performance appraisals. Prerequisites: Nursing Major III  
 This course is housed within the School of Bible and Christian Ministry and the Department of Syllabus Formation.

STUDENT LEARNING GOALS:	Assignment* Measuring Goal Attainment:	Other Alignments	
		Core / Skill	Dept / Prg
1. The student will be able to synthesize management concepts in seminar participation and written work	Unit exams Interactive Case Studies/active learning activities Course Paper	1 (1.1, 1.3)	1
2. The student will be able to use theories of planned change, formulate an action plan to address an issue in clinical practice.	Unit exams Performance Improvement Project	1 (1.4)	1
3. The student will be able to communicate effectively with diverse intergenerational and interdisciplinary team members	Unit exams Interactive Case Studies/active learning activities	1,2 (1.2)	2
4. The student will be able to examine the role of the professional nurse in delegation and supervision.	Unit exams Interactive Case Studies/active learning activities	1 (1.7)	1
5. The student will be able to differentiate between management and leadership.	Unit exams Interactive Case Studies	1 (1.5)	1
	Unit exams	4	4

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6. The student will be able to identify negative communication patterns.	Unit exams, Interactive Case Studies/active learning activities		
7. The student will be able to examine conflict resolution strategies.	Unit exams, Interactive Case Studies/active learning activities/Performance Improvement Project	5	5
8. The student will be able to use information literacy skills to develop case studies of management issues	Unit exams, Interactive Case Studies/active learning activities	1 (1.7)	1
<p>The above student learning goals are aligned with the institutional core academic goals and skills and the department's and/or program's goals stated in the college catalog (<a href="https://www.nyack.edu/site/nyack-catalog/">https://www.nyack.edu/site/nyack-catalog/</a>). Attainment of goals is evaluated by the identified assignments.</p> <p>*Assessments primarily serve as measures of individual student growth and goal attainment. Secondly, samples of student work and/or evaluations of student work may be used by the School/Department and Institution for improving student learning and as evidence of program effectiveness. Care will be taken to protect student identity.</p>			

**ASSIGNMENT DESCRIPTIONS:**

All due dates and times are listed in Eastern Standard Time (EST).

**A. Overall Course Evaluation**

The grading scale used for NURS 402 is the published grading scale used in all nursing courses at Nyack College. A grade of "C+" or better must be achieved to progress to other nursing courses.

**B. Exams (75%), Legislative letter (5%), QI Paper (10%) Presentation (5%) Kaplan (5%)**

**Exams:** Three exams will be given in this course, 2 unit exams 20% each, final exam 35%. The exam may be multiple choice, short answer and case study questions where students will assume the role of nurse manager to answer the case study assessment questions. The case studies will require students to simulate a variety of management situations such as; plan staffing, develop a budget, implement a plan for change and manage a variety of issues such as delegating to other staff members (LPNs, PCT's etc.). Refer to course lecture notes and web site resources provided on e360. There are 14 weeks of lessons posted online with the weeks power points and online resources.

**Legislative letter (5%)**

- Choose a problem that you see in healthcare today
- Write a letter to a local representative discussing this issue.
- Include facts about the issue, why it is important, why it matters to you, and what can be done to help solve the issue
- Make sure that the letter addresses all these points succinctly and you use terminology that someone who is not a medical professional will understand
- This letter should be no more than 2 pages and should be addressed to the local representative, including their name and address

**QI Paper: Professional Issues affecting Nursing (10%).**

- Access: The ANA web site at: <http://www.nursingworld.org/MainMenuCategories/Policy-Advocacy/Professional-Issues-Panels/Professional-Issues-Panels-QA.html>
- Access: NY State Nurses Association at: <http://www.nysna.org/our->

[campaigns#.VAHPOfldXX8](#)

- Choose a professional issue that affects nursing today
- Describe the issue, what strategies (committees formed) and other ways the issue is being addressed
- Describe if you were a nurse leader how would you address and plan a action plan to educate your staff about this issue
- Include a short and long term goal (with measurable outcomes and date to achieve the goal)
- Include 5 intervention to help reach your goal and a rationale for each intervention with a scholarly journal article to support your rationale
- Provide a 5 pages double spaced paper using APA format and include an abstract page that includes your brief summary of your paper. SEE TEMPLATE IN LOCATED IN e360 COURSE RESOURCES
- Late papers will receive 1 point off for each day late. There are no exceptions. Plan early so that you will have ample time to complete by due date.
- Papers have to be submitted to dropbox and will be graded by turnitin

**Presentation: Professional Issue affecting Nursing (5%)**

- ❖ Develop a 10-minute presentation that will teach your classmates and your instructor about the professional issue you chose.
- ❖ The presentation should be engaging using active learning.
- ❖ Use any format that you feel will teach others and help us to learn about your issue.
- ❖ Develop a brief (no more than one page) evaluation tool to help assess that your educational class has been effective

C.Kaplan Assessment test: (5%).

If your score is below the 50% percentile rank, you must remediate 45 seconds each question, even those you got correct, to be able to sit for the final exam. \_

**Kaplan Test Grading: Look at your percentile ranking to calculate your grade. This grade is worth 5% of the overall course grade. Remember: You must remediate all your answers (for 45 seconds each question) to be eligible to sit for the final exam.**

Percentile Ranking	Course Grade
90-99 <sup>th</sup>	98
80-89	95
70-79	90
60-69	86
50-59	82
40-49	74
30-39	66
20-29	58
10-19	50
Below 10	40

**GRADING COMPOSITION AND SCALE:**

Grades for this class are calculated for each category of grading. Each category is assigned a percentage of the total grade. The course grade is based on the following components:

- Exams ..... 75%
- Legislative paper ..... 5%
- QI Paper ..... 10%
- Presentation ..... 5%
- Kaplan..... 5%

As outlined in the catalog, all grades are calculated based on the following scale of Letter Grade/Percentile Equivalents:

A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F
93-100%	90-92%	88-89%	83-87%	80-82%	78-79%	73-77%	70-72%	68-69%	63-67%	60-62%	0-59%

Care should be taken to perform at one’s best in each class. Minimum course, program, and institution grade requirements are outlined in the college catalog (<https://www.nyack.edu/site/nyack-catalog/>), falling below which may affect timely degree completion and/or financial assistance.

**CARNEGIE UNIT ACCOUNTABILITY**

In order to demonstrate accountability to reach the student learning goals listed above, this course holds to a professional academic standard known as the Carnegie Unit. This impacts the amounts of reading, “seat time” (instructional schedule set by the Registrar’s Office), and outside work assigned. Standardized expectations are 15 hours of class and 30 hours of homework per credit (**45 hours of class time and 90 hours of homework for a 3-credit course**). Accreditors and the US Department of Education have set these standards so as to assure that students receive a fair education.

In addition to class time, the estimated homework hours for this course, by category, are as follows:

Type of Work	Hours
Required Reading	15
Quizzes (Studying and Taking)	15
Bibliography Construction Project	20
Final Project	30
Studying for Exams (Midterm, Final)	15
<b>Total Homework Hours</b>	<b>95</b>

**COURSE OUTLINE AND CALENDAR**

All dates and times are listed in Eastern Standard Time (EST).

Week 1	9/10/20	Overview
		<ul style="list-style-type: none"> <li>• Review of Syllabus</li> <li>• Decision making, problem solving</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>• Chapter 1 &amp; 6</li> </ul>
Week 2	9/17/20	Overview
		<ul style="list-style-type: none"> <li>• Time Management</li> </ul>

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		<ul style="list-style-type: none"> <li>Fiscal Planning</li> <li>Development in Nursing</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>Chapter 9 &amp; 10 &amp; 11</li> </ul>
<b>Week 3</b>	<b>9/24/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>Organizational Structure</li> <li>Organizational, Political, and Personal Power</li> <li>Healthcare Employment</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>Chapter 12 &amp; 13 &amp; 15</li> </ul>
<b>Week 4</b>	<b>10/1/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>Exam 1</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
<b>Week 5</b>	<b>10/8/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>Staffing Needs Scheduling Policies</li> <li>Creating a Motivating Climate</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>Chapter 17 &amp; 18; Legislative Letter Due 10/11</li> </ul>
<b>Week 6</b>	<b>10/15/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>Delegation</li> <li>Effective Conflict Resolution &amp; Negotiation</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>Chapter 20 &amp; 21;</li> </ul>
<b>Week 7</b>	<b>10/22/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>Exam 2</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
<b>Week 8</b>	<b>10/29/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>Performance appraisal</li> <li>Problem Employees</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>Chapter 24 &amp; 25: QI Paper Due 11/1</li> </ul>
<b>Week 9</b>	<b>11/5/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>CORE MEASURES</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>Study for Final Exam</li> </ul>
<b>Week 10</b>	<b>11/12/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>Presentations</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>Presentation Due</li> </ul>
<b>Week 11</b>	<b>11/19/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>PATIENT SAFETY GOALS/QSEN</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>Prepare Kaplan and Final Exam</li> </ul>
<b>THANKSGIVING BREAK</b>		
<b>Week 12</b>	<b>12/3/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>QUALITY IMPROVEMENT/QUALITY ASSURNACE</li> </ul>

		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>• See course resources</li> </ul>
<b>Week 13</b>	<b>12/10/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>• Kaplan Exam</li> <li>• Final Exam Review</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>• Study for Final Exam</li> </ul>
<b>Week 14</b>	<b>12/17/20</b>	<b>Overview</b>
		<ul style="list-style-type: none"> <li>• Final Exam</li> </ul>
		<b>Activities, Assignments and/or Exams</b>
		<ul style="list-style-type: none"> <li>• Enjoy Winter Break!</li> </ul>

## COURSE POLICIES

- **Reasonable Accommodation:** Any student eligible for and requesting academic accommodations due to a disability is required to provide a letter of accommodation from the Office of Disabilities Support Services within the first six weeks of the beginning of classes.
- **Student Identity Verification and Privacy:** Student identity in the online course companion is verified via measures for online course enrollment (student name, matching institutional email address, and student ID#) and online course login (secure login and pass code via my.nyack.edu portal). Use of the Edvance360 Software and System is implemented and maintained in compliance with the Family Educational Rights and Privacy Act (FERPA), 20 U.S.C. § 1232g; 34 CFR Part 99, and assurances are provided that information protected by FERPA is secure from people unauthorized to use the System.
- **Attendance/Absence:** Attendance is marked in the Faculty Portal each class period. Missing any class time is detrimental to students and should be avoided. Students, however, are permitted one hour of absence (excused or unexcused) for each credit hour before grading penalties are imposed. Attending classes is highly recommended. If the student has more than one absence without prior instructor approval, the student must contact the instructor to be given make up work that is the equivalent of the class time missed. A student must contact the professor via email or voice mail before the end of a missed class. All assignments are due on the date designated. If the professor is absent, work equivalent to the “seat time” missed will be posted in the E360 course companion in order to mark attendance and to fulfill federal/state regulations.
- **Late Assignments/Extensions:** Employers will not accept late work. Therefore, in preparation for your future successful career, every effort must be made to submit work on time. A deduction of a letter grade (e.g., A to A-, B+ to B) will be made in the gradebook for each business day the assignment is late, regardless of work quality. Assignments cannot be handed in past the last day of the class, unless an extension request was approved by the professor and filed with the Registrar’s Office no later than the last day of the class (before final exams week begins—see *Extensions for Late Work policy in the college catalog*).
- **Make-Up Exams:** Students may not be absent from an announced examination period except for reasons beyond their control. In the event of an unavoidable absence, the student must arrange for a make-up examination with the instructor.
- **Academic Integrity and Plagiarism:** In a Christian college academic integrity is particularly important. Any student caught cheating or plagiarizing (the unacknowledged use of other people’s words or ideas as though they were your own) will be subject to the penalties as *described in the plagiarism policy in the college catalog and student handbook*.
- **Academic Quality:** Remember that grades for assignments are based not only on the completion of the assignment but the **quality** of work produced. The higher the **quality** of skills and abilities demonstrated, in areas such as expression and depth of thought, organization, writing, research,

reporting, and observation, the higher the grade given to the assignment. All written assignments will be completed using the indicated style guide.

- **Style Guide for written work:** All written work should follow APA style guidelines.
- **Writing Center:** Because ALL Writers Need Feedback - The Writing Center is available to assist all students with writing for any classes. Peer Writing consultants, who are fellow Nyack College students and alumni, are trained to help with all stages of the writing process, from brainstorming to organizing to revising and editing papers. Plan well in advance to bring the assignment sheet, or a draft of the paper, and specific questions/concerns to any of the Center's locations. Students are also able to have access to online consultations through Google Docs via their nyack.edu email account. The Center's services are free. Students can drop in and work with a consultant or make an appointment through the website or by calling the Center. For more information about Writing Center services and locations, please visit the website: <https://www.nyack.edu/writingcenter/>
- **Communication with Instructor:** Nyack College email will be the primary mode of communication with students, unless specified otherwise. Please check your email regularly.
- **Grievance Procedure Policy:** Students who have a grievance relative to academic policies, grades given, or other academic judgments should first seek to resolve their complaints with the professor. If resolution is not reached, the matter may be directed to the department head or program director of the class in question. If this does not solve the problem, a formal complaint may be made in writing to the respective Academic Dean whose judgment is final. *See the full Grievance Procedure Policy posted in the college catalog.*
- **Electronic Devices:** It is expected that ALL electronic devices be MUTED during class time. Do not answer phone calls or text messages during class.
- **Withdrawal Date:** Withdrawal from a course is allowed until the class reaches the 75% mark of the course length (**11/15/19**). Withdrawal requires signatures on the Registrar's Course Withdrawal form and the process should be started well before the deadline. Financial implications and satisfactory academic progress implications provided by the financial aid counselor and the academic advisor should be considered during the Course Withdrawal form process.
- **Discrimination (Title IX):** Sex and gender discrimination, including sexual harassment, are prohibited in educational programs and activities, including classes. Title IX legislation and College policy require the College to provide sex and gender equity in all areas of campus life. If you or someone you know has experienced sex or gender discrimination, sexual harassment, sexual assault, intimate partner violence, or stalking, we encourage you to seek assistance and to report the incident through resources available at [www.nyack.edu/safetyandsecurity](http://www.nyack.edu/safetyandsecurity). Confidential assistance is available at the Student Counseling Center. Faculty are NOT confidential under Title IX and will need to share reported information with the Title IX Coordinator. For these and other policies governing campus life, please see the Student Handbook.

#### SELECTED BIBLIOGRAPHY AND WEB RESOURCES

See e360 course for web resources and other resources as posted