



## The University of Texas at El Paso School of Nursing

### Summer 2017, NURS 4502, Nursing Leadership & Management

701, Nurs 4502-33180.201730

#### Course Description and Overview

This course focuses on the knowledge and skills needed to be a nursing leader who can function as a contributing member of the interprofessional team. The development of transformational leadership skills and management techniques needed to coordinate the provision of safe, quality patient-centered care are highlighted. Emphasis is placed on professional behaviors, communication that supports information exchange, collaboration and conflict mediation, ethical comportment and the establishment and provision of evidence based practice. (Application experience required).

#### Rationale for the Course

This course focuses on the professional nurse's role as coordinator of care in a complex health care environment.

#### Course Objectives

1. Relate organizational structure and governance system and its potential impact on the role of the nurse and provision of health care in a work unit. (*Macrosystems—Microsystems*)
2. Assess selected leadership styles and theories and their effect on the management of employees.
3. Integrate principles of group process, teamwork, organizational communication, and conflict management when interacting with members of the healthcare team.
4. Characterize leadership skills and empowerment strategies when interacting with members of the healthcare team.
5. Analyze the nurse's role in ensuring the provision of safe patient care that meets institutional and professional standards. (*RCA-FMEA*)
6. Produce evidence-based staff development using adult learning theory and instructional strategies evaluating outcomes at the conclusion of the program.
7. Demonstrate professional behaviors that exemplify accountability, integrity, and responsibility in the nursing role. (*RCA-FMEA*)
8. Construct activities related to the development, implementation, and evaluation of quality improvement plans to improve health care services.

#### Required Text

Sullivan, E. (2013). *Effective leadership and management in nursing* (8th ed.). New York: Pearson. • ISBN-13: 9780132814546  
WITH ACCESS CODE for online component.

ACCESS CODE only: 9781323298466 (Includes eText in course)



### **Recommended Text**

American Psychological Association (2009). Publication manual of the American psychological association. (6<sup>th</sup> ed.). Washington, D.C.: American Psychological Association. (ISBN 97814335592)

### **Assignment Deadlines and Time Stamps in LMS**

Attendance, participation, and all LMS (Blackboard LMS) postings are counted in Mountain Time (MST). The time stamps in the computer **represent MST**, regardless of your actual time zone. The student is required to be a participant in the discussion board and be visible (via original posts and/or classmate replies) a **minimum of 3 days a week**. All assignments must be **posted by 1159pm MST, on the due date**.

Assignments are due by **1159pm (MST)** on the **due date calendar/course schedule**. Assignments (not including DB forums or Quizzes) will be accepted after the due date for one week; however, they will be **deducted 10% of total assignment points regardless of the date of posting**. Late points start immediately following the due date/time. This is done in fairness to those students who turn in their assignments on time. After one week (7 days)—no assignments will be accepted. The only exception is with extenuating circumstances or events that have been discussed with the instructor PRIOR to the deadline.

Quizzes will be available for a specific timeframe (as indicated on the class calendar). There will be **2 attempts** for each quiz. The highest grade will be documented in the grade book. Late quizzes will not be accepted. Once all quizzes are completed, feedback on the questions will be released.

In the case of emergencies when you are prevented from logging on, please contact the Lead Faculty as soon as possible by phone and/or email. If you know you will be out of town or otherwise prevented from submitting assignments on the due date, make every effort to turn them in early. Anytime you feel that you are falling behind in the course, it is best to contact the Lead Faculty immediately to discuss your situation. **No assignments will be accepted after week 7 day 3 (Wednesday)**. A grade of incomplete will not be granted in this class, so it is imperative that you complete all assignments by week 7 day 3 (Wednesday). In regards to dropping the course with a “W”, it is the **student’s responsibility** to make arrangements with the UTEP Registrar and drop by the “withdrawal date” located on UTEP Registrar website.

### **GRADING SCALE**

90 - 100 pts	<b>A</b>
80 - 89 pts	<b>B</b>
75 - 79 pts	<b>C</b>
60 - 74 pts	<b>D</b>
< 60	<b>F</b>



## Assignments

- Discussion Board: 20 points
- Quizzes: 30 points
- Organizational Structure Paper: 25 pts
- Clinical Quality Presentation: 25 points

## Expectations of the Class

### What should you expect from me as the Lead Faculty?

- I will provide you clear instructions on class expectations
- I will check my email at least once a day and will get back to you within 24 hours.
- I will provide graded feedback on your performance within 7 days of the due date.
- I will keep you informed about your graded progress in the class at all times and will make time to discuss your needs.
- I will leave myself open to suggestions about improvement of the class and class related activities.
- I will do all I can to ensure your learning and success in this class.
- If any changes in the course are to be implemented, I will ensure that the class is notified via announcements in a timely manner.

### What Faculty expect of their Students:

- At the beginning of each course, students should review the syllabus, calendar, and other items located in the “start here” folder. Students will be expected to complete a “survey” that acknowledges their understanding of the course expectations.
- RN-BSN courses are over a 7 week period and consist of different credit levels (3 credits, 4 credits, 5 credits). For academic success, we recommend that students plan to study a minimum of 6 hours per credit hour each week of the course (including lectures, readings, research, and assignments).
- Online courses are designed to ensure that students have access to all the information needed to complete their course work. If you have a question, before contacting the faculty, please take a few moments and try three different places; including the “Ask a Question” discussion board, to find the answer to your question within the course. Then, if you still have a question about the course, please post it to the “Ask a Question” Discussion board. Please indicate in the subject line what topic your question relates to. Then, other students who may have a similar question will be able to find it.
- All written assignments are to be written in APA 6th edition style. Refer to the APA manual and/or Purdue OWL website for guidance. To get started, go to: <http://owl.english.purdue.edu/owl/resource/560/01/>. Posts made to the discussion board should contain citations from the course content or your research, within the body of the discussion post (unless clearly stated otherwise). Include a reference list, if the reference is not a part of the course.
- All students are to review the rules of netiquette and follow in their interaction with fellow students and faculty.



## Course Schedule

Please look at the course schedule and/or Topical Outline for due dates.

## Course Schedule Changes

As course instructor, I reserve the right to adjust the course syllabus or change assignments as needed. I will be sure to give you plenty of notice prior to any changes. Remember that our course syllabus and class schedule are living documents and can be changed.

## Class Participation

I strongly recommend that you log-in and check the course **every other day** to keep up. You will have assignments due every week. Email messages are sent to your **UTEP email address**, so you will want to check your UTEP email everyday as well.

## Being Successful in an Online Class

Online learning is not a spectator sport. It is everyone's responsibility to participate as fully as they can so everyone can get the most from the experience. Here are some simple rules to follow to ensure your participation and engagement in the learning process:

- **Ask questions**: If you don't know the answer, someone else will. The discussion board is the area for asking questions related to content OR any problems (related to the class) you are having. Make sure that you have clearly indicated the subject of your message.
- **Reach out to others**: Offer a fact, article, link, or other item that can help others learn something you can share.
- **Be appropriate**: The online classroom is not the place for insulting or insensitive comments, attacks, or venting. Inappropriate behavior can be subject to disciplinary action, as well.
- **Be diplomatic**: When sending messages on emotionally charged topics, I recommend that you write the message and then walk away for at least an hour before re-reading the message and then sending it. Re-reading emotionally charged messages ensures that they are constructive instead of destructive. Think of the person at the other end.
- **Stay focused**: Stay on topic to increase the efficiency of your learning.

## Effective Electronic Communication Guidelines

Keep your messages concise and clearly written. Most ideas can be stated in a couple of paragraphs, although sometimes a longer message may be needed to develop your thoughts adequately. Keep in mind that people are more apt to read and digest shorter messages than long ones.

1. Be respectful of other's ideas, opinions, and beliefs. It's fine to disagree with someone, but please respect his or her right to think differently.
2. Avoid posting simple two or three word statements such as "I agree" or "Good point". If you think someone has made an especially strong point and you want to say so, and then explain why by adding a few sentences describing your response or adding to the original point.



3. A message that demonstrates substance contributes to the understanding and application of ideas by doing one or more of the following:
  - a. **Reflection about meaning:** Describe thoughtfully what something means or new insights it provides, or raise a question as a seed for clarification or further discussion.
  - b. **Analysis:** Discusses relevant themes, concepts, main ideas, components, or relationships among ideas. Or, identifies hidden assumptions or fallacies in reasoning.
  - c. **Elaboration:** Builds on ideas of others or ideas found in the readings by adding details, examples, a different viewpoint, or other relevant information.
  - d. **Application:** Provides examples of how principles or concepts can be applied to actual classroom situations, or discuss the implications of theory for practice.
  - e. **Synthesis:** Integrate multiple views to provide a summary, a new perspective, or a creative refashioning of ideas.
  - f. **Evaluation:** Assesses the accuracy, reasonableness, or quality of ideas.

### Netiquette

At this point in the course, it is also important to share a word of caution, so we can become wiser about interpersonal distance learning communications. As you may know, when communicating electronically, many of the feelings or impressions that are transmitted via body language in face-to-face communication are lost. Consequently, interpreting emotions and innuendoes is far more difficult. Only what is written, or drawn, carries the message. Often excitement can easily be misinterpreted as anger or an insult. It is important that everyone keep this in mind when communicating electronically. Words in print may appear harmless; however, they can emotionally injure the person reading them. More information can be found at <http://www.albion.com/netiquette>.

### Course Policies

Review **Academic Regulations in UT El Paso Undergraduate Studies Catalog**, School of Nursing Undergraduate Nursing Student Handbook for the following policies: *Statement on Disability, Class Attendance, Religious Observance, Clinical Compliance and Policy on Academic Integrity*.

**Blackboard:** Students are required to subscribe to and access the course Blackboard site. This site is the main source of communication between faculty and students. Students are required to access this site on a daily basis for e-mail and posting updates. \*\*\*Please note, there is not any notifications regarding NEW emails/discussion board postings, etc. The student is required to check these icons every day for new material/content. The course syllabus, calendar, topical outline of scheduled lectures, assigned readings, web links, and clinical assignment criteria are posted on this site and grades will be made available ONLY through this site.

**Communication:** is the responsibility of both students and faculty. The faculty will keep students informed of progress in both theory and clinical. Students with questions or concerns should:

1. First go to the appropriate Lead Faculty.
2. If still unresolved, follow the next sequencing in the chain of command: Director of RN-BSN Program, Assistant Dean for Undergraduate Education; Executive Nursing Officer, Dean of the School of Nursing



**Grievances:** Challenges to grades may be pursued only on the basis of malice, bias, arbitrary or capricious grade determination or impermissible discrimination. In no event shall a challenge be pursued only on the basis of the standards employed in setting grades, so long as those standards are employed impartially. Formal grievances MUST be in WRITING and filed through the faculty member, Director of the RN-BSN Program, the SON Assistant Dean for Undergraduate Education, Executive Nursing Officer, and the Dean of the SON. Having failed to resolve the matter after consultation with the above persons, the student may consult with and/or file a challenge with the Chairperson of the University Student Welfare and Grievance Committee.

**Professional Behavior:** Students are expected to behave professionally at all times with faculty, peers, preceptors, and clients and in any setting in which the student is a representative of UTEP. Bullying, verbal abuse, insubordination, or personal attacks will not be tolerated in any form. Any behavior deemed inappropriate by faculty and/or preceptors will result in faculty conference(s), and completion of a SOS plan that addresses the student's areas of needed improvement. Possible activities available to assist the student in attaining the SOS objectives include stress and/or anger management counseling sessions. Inappropriate behaviors may result in removal from the clinical setting and/or an administrative withdrawal from the course and/or dismissal from the program.

**Social Media:** Student enrolled in the UTEP SoN must practice and behave in a manner that protects clients by exercising reasonable judgment when using social media technologies whether in their personal life or in their professional life. Inappropriate use of Electronic/Social Media can lead to disciplinary action including but not limited to formal reprimand, suspension or dismissal from the program which is contingent upon the nature of the infraction. Student enrolled in the UTEP SoN can also be held personally liable. Such violations may result in civil and criminal penalties including fines or possible jail time in accordance with state and federal laws.

<http://admin.utep.edu/Portals/1805/PDF/UTEP%20Social%20Media%20Standards.pdf>

### **Academic Integrity**

Students are expected to be above reproach in all scholastic activities. Students who engage in scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and dismissal from the School of Nursing and/or university. "Scholastic dishonesty includes but is not limited to reproducing test materials from memory, copy/paste or Xerox, cheating, plagiarism, collusion, the submission for credit or any work or materials that are attributable in whole or in part to another person, taking an examination for another person, and any act designed to give unfair advantage to a student or the attempt to commit such acts." Regents' Rules and Regulations, Part One, Chapter VI, Section 3, Subsection 3.2, Subdivision 3.22. Since scholastic dishonesty harms the individual, all students, and the integrity of the School of Nursing and the university, policies on scholastic dishonesty will be strictly enforced. See detailed procedure in the Handbook of Operating Procedures (HOP) available in the Office of the Dean of Students. Use a consistent citation method for your written work. The APA Style of citation is preferred for your final paper (see Guidelines on citing according to the APA citation style on Blackboard).

### **Disabled Student Statement**

In Section 504 of the Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990, if a student needs an accommodation then the Office of Disabled Student Services located at UTEP need to be contacted. If you have a condition, which may affect your ability to perform successfully in this course,



you are encouraged to discuss this in confidence with the instructor and/or the director of the Disabled Student Services. **If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at 747-5148, or by email to [cass@utep.edu](mailto:cass@utep.edu), or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at [www.sa.utep.edu/cass](http://www.sa.utep.edu/cass).**

**Pregnancy:** It is the responsibility of the student to inform the instructor of pregnancy limitations. Written guidelines r/t accommodations from the Office of Disabled Students must be submitted to the course manager PRIOR to the start of the course/clinical lab. **If you have a disability and need classroom accommodations, please contact The Center for Accommodations and Support Services (CASS) at 747-5148, or by email to [cass@utep.edu](mailto:cass@utep.edu), or visit their office located in UTEP Union East, Room 106. For additional information, please visit the CASS website at [www.sa.utep.edu/cass](http://www.sa.utep.edu/cass).**

## Computer Requirements

Use the browser checker to ensure you have all of the necessary plugins installed on your computer that you will need in order to access all the content in this course. This browser checker will test browser compatibility, cookies, JavaScript, pop-up and other Java features.

### Browser Performance Hints

- Clear browser cache
- Allow pop-ups
- Make sure your Java is up-to-date
- Follow the steps at [Blackboard Learn browser checker](#)

## Software Requirements

When creating documents, slide presentations, spreadsheets, etc., you must use Microsoft Office or a compatible program (see [10 Free MS Word Alternatives](#)). If you are using Windows Vista or Office 2007, you may have compatibility problems and others in the course may not be able to view your work. Go to the UTEP-IT website's "[Patches & Updates](#)" area to download a "compatibility toolkit" (it is listed under the "Patches and Updates" column). Also check your course syllabus for specific software instructions from your instructor.

### Recommended software

[Adobe Acrobat](#)

[Adobe Flash Player](#)

[Java](#)

[QuickTime](#)

[Windows Media Player](#)

[Supported Browsers](#)

## Learning Resources:

UTEP provides a variety of student services and support. Familiarize yourself with the bookmarks on the right-hand side of the Blackboard student portal (visible before entering into a course) as well as the resources below.



- [UTEP Library](#) - access to a wide range of resources including online, full-text access to thousands of journals and eBooks plus reference service and librarian assistance for enrolled students.
- [RefWorks](#) - bibliographic citation tool; check out the RefWorks [tutorial](#) and [Fact Sheet and Quick-Start Guide](#)
- [University Writing Center \(UWC\)](#) - submit papers here for assistance with writing style and formatting, ask a tutor for help and explore other writing resources available here
- [Math Tutoring Center \(MaRCS\)](#) - ask a tutor for help and explore other math resources available here
- [History Tutoring Center \(HTC\)](#) - submit papers here for assistance with writing history papers, ask a tutor for help and explore other history resources available here
- [Elluminate](#) - online virtual classroom/conference room with multiple features including audio, video, instant messaging, interactive whiteboard, application sharing, file transfer, and session recording/playback with synchronized audio/chat/notes.  
Recommended Hardware for Elluminate -
  - Headphones
    - preferred rather than external speakers to avoid audio feedback being picked up by the mic
  - Microphone
    - a webcam microphone will work, but often a separate mic positioned closer to the mouth picks up less background noise
  - Webcam
    - for transmitting live video of the session participant(s)
  - Video camera
    - for transmitting live video of a procedure or demonstration
- [Safe Assign](#) - online submission of paper compares your work to published papers and checks for plagiarism
- [Netiquette](#) - "Netiquette" stands for "Internet Etiquette", and refers to the set of practices developed over the years to make the Internet experience pleasant for everyone. Please review some of the **Netiquete** rules and take the Netiquette Quiz (Non-Graded) to see how your personal knowledge of Netiquette is.

### **UTEP Virtual Private Network:**

UTEP's electronic resources (i.e. Library resources) are available to registered students when working from outside the campus network. In order to access these resources, you will need to set up a Virtual Private Network (VPN) that basically recognizes you are a UTEP student and can look for journals and use subscriptions UTEP/You have paid for. Setting up a VPN is simple, click on the following link to see a visual tutorial: [UTEP VPN](#).

### **[Other BB Learn Student Resources](#)**

### **Technical Assistance**

This online class is hosted by UT El Paso. If you have computer, Blackboard problems, or any other kind of technical questions, please contact the UTEP Help Desk via email at [helpdesk@utep.edu](mailto:helpdesk@utep.edu) or by phone at (915) 747-5257. The HELP desk hours are: Mon-Fri 7:00am - 8:00pm (Mountain Time), Sat 9:00am - 1:00pm (Mountain Time), Sun CLOSED.





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