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754 Leadership and Management Concepts

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XAVIER UNIVERSITY
College of Professional Sciences
School of Nursing
Fall 2018

Course Number and Title: NURS 754 Leadership and Management Concepts

Number of Credits: 3 Semester Credits

Number of Theory Hours: 45 hours

Pre-Requisites: All previous MIDAS courses.

Co-Requisites: None.

Course Description: This course focuses on leadership and management concepts that are essential for nurse leaders at various levels throughout the healthcare organization. The focus is to prepare nurse leaders for collaborative practice in complex healthcare organizations through examination and application of effective leader behaviors.

COURSE OBJECTIVES:

1. Explore leadership and management theories, functions, and concepts.
2. Examine organization elements and external forces that influence healthcare.
3. Examine effective leadership and management needed to maintain an environment that promotes patient safety, efficiency, effectiveness and quality outcomes of care.
4. Analyze effective leadership and management in complex healthcare organizations and systems for health care delivery, financial and human resource planning and decision-making.
5. Apply leadership and management concepts and the role of the leader through case analysis, discussions and presentations.

Faculty: Marie Reynolds, MSN, MS, RN, CNL

Office: Cohen 131A 745-1902

Office hours: By appointment.

Email: reynoldsm@xavier.edu

- **Time/Location:** Tuesday 2:30 PM -5:15 PM in Hailstones 9.

Required Text:

Huber, D. L. (2018). Leadership and nursing care management (6th ed.). Philadelphia, PA: Saunders.

Note: APA Manual 6th edition is required for related assignments.

Teaching Strategies: Lecture, group discussion, independent and group activities, case studies, quizzes/study guides, discussion board, critical examination of reading assignments, presentations and reflection. Assignments may include content covered in class or in assigned readings.

Evaluation Strategies:

Quiz/Study Guides (10 @ 1.5% each)		15%
Assignments		15%
Journals/Reflection (2 @ 2.5% each)	5%	
Nurse Leader Interview	5%	
Discussion Board Participation	2.5%	
CNL and Leadership Application Assignment	2.5%	
Leadership Topic OR Performance/Quality Improvement Tool Student Led Class Discussion (SLD)		20%
Group Project		50%
Project Content/Presentation	30%	
Project Poster	10%	
Peer Evaluation	10%	
		100%
Grading Scale:		
100-94%	A	
93-90%	A-	
89-87%	B+	
86-83%	B	
82-80%	B-	
79-76%	C+	
75-70%	C	
Below 70	F	

Attendance & Class Participation: Students are expected to attend all classes. If an absence is unavoidable due to extenuating circumstances, the student should notify the faculty prior to the missed class (send email or voice mail on office phone). This is a professional courtesy. Multiple unexcused absences will result in point reduction of 2 percentage points per absence, impacting the final grade for the course. If a student is unable to attend a class, the responsibility of missed class content is the sole responsibility of the student. Quizzes and written assignments may include content covered in class or in assigned readings. Refer to Attendance Policy in Graduate Student Handbook for the School of Nursing.

Assignments: It is expected that assignments are submitted on time as per due dates listed on the course calendar and on Canvas. Late assignments will not be accepted unless prior arrangement have been made.

Academic Honesty: XU Policy

“The pursuit of truth demands high standards of personal honesty. Academic and professional life requires a trust based upon integrity of the written and spoken word. Accordingly, violations of certain standards of ethical behavior will not be tolerated at Xavier University. These include theft, cheating, plagiarism, unauthorized assistance in assignments and tests, unauthorized copying of computer software, the falsification of results and material submitted in reports or admission and registration documents, and the falsification of any academic record, including letters of recommendation.

All work submitted for academic evaluation must be the student's own. Certainly, the activities of other scholars will influence all students. However, the direct and unattributed use of another's efforts is prohibited as is the use of any work untruthfully submitted as one's own.

Penalties for violations of this policy may include a zero for that assignment or test, an "F" in the course and expulsion from the University. The dean of the college in which the student is enrolled is to be informed in writing of all such incidents, though the teacher has full authority to assign the grade for the assignment, test or course. If disputes of interpretation arise, the student, faculty member and chair should attempt to resolve the difficulty. If this is unsatisfactory, the dean will rule in the matter. As a final appeal, the academic vice president will call a committee of tenured faculty for the purpose of making a final determination.”

In addition to the Academic Honesty Policy of Xavier University, the American Nurses’ Association’s Code of Ethics includes provisions which hold nurses accountable for demonstrating integrity, knowledge development and competency to promote personal and professional growth. Students are expected to work toward meeting these standards throughout their coursework.

Social Media: Social media and the internet provide an important medium for sharing information and offers easily accessible methods for mass communication. Nursing students must be aware of the risks and consequences associated with social networking. On-line social networking (e.g., Face book, MySpace, Twitter, blogs, etc.) are open, publicly accessible sites. Unprofessional or unbecoming online behavior undermines not only the nursing student’s reputation, but may also have negative implications for Xavier University, and the profession of nursing. Certain violations in the use of social media may expose the offender to criminal and civil liability. Refer to your student handbook for more information and to view the Social Media Policy.<http://www.xavier.edu/nursing/current-students.cfm>

Classroom Etiquette:

Participate in discussions. Be attentive. Be respectful of others by not having side conversations. **Turn cell phones off/vibrate. NO TEXT MESSAGING!** Do not

work on other course materials during this classroom time (no laptops opened in class EXCEPT to current classroom materials). Be on time to class.

Office of Academic Support

The [Office of Academic Support](#) offers tutoring, Supplemental Instruction (SI), and study groups. For information about these services, contact Stephanie Daniels at 745-3214 or ordanielss3@xavier.edu. The OAS is located on the fifth floor of the Conaton Learning Commons, Suite 514.

Students with Disabilities

Any student who feels he/she may need an accommodation based on the impact of a documented disability should notify the course instructor and contact Cassandra Jones in the [Office of Disability Services](#) at 745-3280 or e-mail jonesc20@xavier.edu to coordinate reasonable accommodations.

Student Responsibilities

Students are responsible for:

1. Reading and critically reflecting on material related to class content.
2. Attending all classes and *preparing prior* to class in order to share insights and experiences concerning assigned readings.
3. Submitting all assignments on time and according to requirements.
4. Notifying the professor as needed for assistance in facilitating understanding of course content or any concerns/problems.

Faculty: Marie Reynolds earned her BSN from University of Wisconsin-Oshkosh, MS in Health Care Administration from California State University Los Angeles, MSN from Xavier University, and her certification as a CNL. She has many years of experience as a registered nurse in ED, home health, hospice, and administrative/leadership roles, advancing her career to Executive Director of a community based home health and hospice program for 14 years. She began teaching at Xavier University as an adjunct faculty member in 2005 and full since 2008 primarily in the CNL and MIDAS tracks as well as advising the MSN Administrative, Health Care Law, and MSN/MBA tracks. Membership is held in the Omicron Omicron Chapter of Sigma Theta Tau International.

5.

Caveat: The schedule and procedure in this course are subject to change in the event of extenuating circumstances as well as class learning needs.

NURS 754 NURSING LEADERSHIP AND MANAGEMENT CONCEPTS
Fall 2018: TOPICAL OUTLINE

Session	Leadership, Organizations, Strategies and Quality
<p>Session 1 Aug 21</p>	<p>Overview and Course Requirements: Syllabus and Calendar Group Project Nursing Sensitive Indicators Problem Based Learning Establish Project Teams Journals: Reflection x2 Leader Interview Written Assignment Student Led Discussion (SLD): Leadership Topic OR Performance/Quality Improvement Tool CNL and Leadership Application Quiz/Study Guide: Electronic Submission SIGN UP: SLD and Group Project</p> <p>Huber Chapter 1</p> <p>Chapter 1: Leadership and Management Principles MR</p>
<p>Session 2 Aug 28</p>	<p>Huber Chapters 3 & 8</p> <p>Chapter 3: Organizational Culture and Climate MR</p> <p>Chapter 8: Team Building and Working with Effective Teams MR</p> <p>DUE: Quiz- 1 and Q-2 prior to class</p>
<p>Session 3 Sept 4</p>	<p>Huber Chapters 16, 12, 13 &15</p> <p>Chapter 16: Case and Population Health Management MR</p> <p>Chapters 12 and 13 : Organizational Structure / Decentralization and Shared Governance MR</p> <p>Chapter 15: Professional Practice Models—SLD 1</p>

	DUE: Q-3 prior to class
Leadership Concepts	
Session 4 Sept 11	Huber Chapters 10 & 14 Chapter 10: Power and Conflict MR Chapter 14: Strategic Management MR Group exercise in class. DUE: Q-4 prior to class
Session 5 Sept 18	Huber Chapters 2, 4, 5 Chapter 2: Change and Innovation MR Chapter 4: Managerial Decision Making SLD 2— Chapter 5: Managing Time and Stress SLD---3 DUE: Q-5 prior to class
Session 6 Sept 25	Huber Chapters 6, 7, 9, & 9 from prior text posted on this class session on Canvas. Chapters 6 and 9: Legal and Ethical Issues/Delegation MR Chapter 7: Communication Leadership MR Chapter : 9 (prior text-posted on Canvas) Motivation SLD 4— DUE: ****PROGRESS REPORT: Phase 1 of Project (1st 3 rubric sections)**** <u>One</u> report per group to be submitted to Canvas. DUE: Q-6 prior to class
Quality and Safety	
Session 7 Oct 2	Huber Chapters 18 and 19 Chapter 18 Quality and Safety MR Chapter 19: Measuring and Managing Outcomes MR SLD 5—Root Cause Analysis--- SLD 6—PDSA/SMART Goals-- DUE: Q-7 prior to class

	DUE: J-1 (Journal 1)
Session 8 Oct 9	SLD 7---Six Sigma/Lean/Value Stream Mapping--- SLD 8—5 S's/5 Why's---- SLD 9 ---FMEA--- Class Discussion: Leadership Interviews (see Study Guide—not graded) Due: Leadership Interview—Submit to Canvas

	Human Resources
Session 9 Oct 16	SLD 11—Fishbone Diagram--- Huber Chapter 11 & 21 Chapter 11: Workplace Diversity SLD 11---- Chapter 21: Confronting the Nursing Shortage SLD----MR DUE Q-8 prior to class
Session 10 October 23	<u>NO IN CLASS MEETING</u>—See Discussion Board Activity Huber Chapter 24, 20, & 25 Chapter 24: Performance Appraisal Chapter 20: Prevention of Workplace Violence Chapter 25: Emergency Management and Preparedness DUE: Q-9 prior to class DUE: **PROGRESS REPORT Phase II of project (rubric sections 4, 5, 6, 7) One report per group to be submitted to Canvas.
	Business Skills—Finance and Marketing
Session 11 October 30	Huber Chapters 23 & 27 Chapter 23: Budgeting, Productivity, and Costing Out Nursing MR Chapter 27: Marketing MR Discuss CNL and Leadership Application Experience and Assignment DUE: Q-10 prior to class
	CNL and Leadership Application and Group Presentations
Session 12	CNL and Leadership Application: 3 groups

Nov 6	<p>Assignment DUE: <u>11/09/18</u></p> <p>Other Project Groups: Work on Projects</p> <p><u>DUE</u>: J-2 Reflection</p>
<p>Session 13</p> <p>Nov 13</p>	<p>CNL and Leadership Application: 2 Groups</p> <p>Assignment DUE: <u>11/16/18</u></p> <p>Other Project Groups : Work on projects</p>
	<p>Group Project Presentations</p>

<p>Session 14</p> <p>Nov 20</p>	<p>Groups 1 & 2 Presentations</p> <p>Group 1 :</p> <p>Group 2:</p> <p>DUE Groups 1 & 2 : Peer Evaluation: presentation and poster. Submit final project and poster on Canvas.</p> <p>Group 1 Evaluations: Done by Groups 3 and 4</p> <p>Group 2 Evaluations: Done by Groups 1 and 5</p>
<p>Session 15</p> <p>Nov 27</p>	<p>Group 3</p> <p>DUE Group 3: Peer Evaluation: presentation and poster. Submit final project and poster on Canvas.</p> <p>Group 3 Evaluation: Done by Groups 2 and 4</p> <p>Guest Speaker: Vicki LaFarry MSN, RN Director: <i>ICU/RT/Transitional Care, Mercy Fairfield</i></p>
<p>Session 16</p> <p>Dec 4</p>	<p>Groups 4 and 5</p> <p>Group 4:</p> <p>Group 5:</p> <p>DUE Groups 4 & 5: Peer Evaluation: presentation and poster. Submit final project and poster on Canvas.</p>

	Group 4 Evaluation: Done by Groups 1 and 5 Group 5 Evaluation: Done by Groups 2 and 3
	Happy Holidays!!