NURS 4471.W01
RN to BSN: Leadership/Management Syllabus

FACULTY: Julia Reyes, DNP, RN
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CREDITS: 4 Semester Hours (4:0)

LECTURE LOCATION: Online through Blackboard

COURSE DESCRIPTION: The course uses a systems framework and critical thinking strategies to study the coordinating role of the professional nurse within health care delivery. Current theories of management, leadership and change are examined and related to nursing practice. Focus on synthesis of this knowledge to develop innovative and creative approaches to nursing practice. Applies theoretical and empirical concepts through experiences gained in local health care institutions.

Prerequisites: NURS 4318, 4324

COURSE OBJECTIVES:

At the end of this course, the student will be able to:

1. Analyze current theories of management and leadership
   1.1 Differentiate between management and leadership
   1.2 Identify the current leadership theories that are effective in nursing.
   1.3 Apply nursing and non-nursing theories as they relate to nursing leadership.
   1.4 Compare the theories of change and their utilization of coordinating nursing care

2. Compare the theories of change and their utilization within nursing.
   2.1 Identify a theory of change that you can use effectively
   2.2 Identify effective and ineffective utilization of change

3. Synthesize the concepts of management, leadership and change in relation to the role of the professional nurse and nurse leader.
3.1 Examine the philosophy and organizational framework of a nursing division within a health care agency.

3.2 Compare various leadership and management styles utilized by nurses.

3.3 Utilize current research in nursing management.

4. Evaluate leadership and management behaviors useful in nursing
   4.1 Analyze the behavior of nurses in leadership and management roles and their effectiveness in health care systems.
   4.2 Compare the expertise required of the nurse at different levels of management.
   4.3 Identify the responsibilities and accountabilities associated at the different levels of management.

5. Demonstrate critical thinking strategies throughout the course
   5.1 Demonstrate the ability to evaluate one’s self and the performance of peers and subordinates.
   5.2 Demonstrate the ability to function as an effective team member.

6. Accept responsibility for independent professional judgments and behavior.

REQUIRED MATERIALS:

- Board of Nurse Examiners of Texas Differentiated Entry-Level Competencies- website: https://www.bon.texas.gov/pdfs/differentiated_essential_competencies-2010.pdf
  http://www.aone.org/resources/nec.pdf
  http://www.aacn.nche.edu/education-resources/BaccEssentials08.pdf

Other readings as assigned – Students are required to check Blackboard Information regularly for additional readings and information

MEETING COURSE OBJECTIVES:

Course objectives for this online Blackboard course are met through individual study using assigned references and readings, development of a leadership scholarly paper, assigned group work and scholarly papers, assigned discussion participation, individual assignments, and interaction with the faculty member and classmates. These methods will be utilized to develop an understanding of theory and principles of nursing leadership and management. Teaching
methods include content presentations, moderated discussions, and individual activities. The student is responsible for identification of learning needs and self-direction for independent study of texts, online participation, and seeking consultation in meeting course objectives.

COURSE REQUIREMENTS:

Notes about course requirements

1. The class/course schedule identifies all due dates.
2. Late assignments, including discussion board assignments, will not be accepted for grading and the student will earn zero points in the grade book.
3. Students will not be able to make up late assignments.
4. Specific information about assignments is located within the syllabus.

Expectations for Student Behavior

1. Students are expected to have access to a computer that can support Blackboard applications.
2. Students must be aware of how communication will occur and how assignments will be managed during the course.
3. All email communication should occur through the Blackboard structure. Students should review email at least every 48 hours.
4. All assignments are due on the scheduled date indicated in the course schedule. Students should review the syllabus throughout the semester to ensure that class assignments are completed correctly and by the due date. Print a copy of your syllabus as a reference.
5. All information disclosed through course discussions is confidential and should not be shared with others outside the context of this course. Passwords should not be shared with anyone including classmates or family members.
6. Students should notify the faculty if they withdraw from the course and should not attempt to access course materials once they have withdrawn.
7. The nature of the content of this course may promote extensive debate during class discussion. Since students are assumed to be prepared for the discussions, everyone’s contributions will be considered a knowledgeable contribution. Contributions should be made in a respectful manner and the discussion should be an orderly sharing of ideas. NO disrespect to classmates will be tolerated.

Expectations for Course Faculty Behavior

1. The course faculty will monitor Blackboard Messages and discussion comments regularly. Students can expect a response to email messages within 48 hours and discussion comments within 72 hours of the posting unless messages are sent on Friday. The instructor will not regularly check for new messages on weekends - Saturday or Sunday.

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2. Students will receive feedback on assignments within 10 days of assignment due dates unless notified by the course faculty.
3. The course faculty is available for meetings with individual students through email, telephone, or face-to-face encounters. Students are encouraged to make appointments when extensive content must be covered.

Web Class Specifics

1. *The online weekly schedule begins on Monday and ends on Sunday.*
2. All assignments are due at 23:59 on the due date.
3. You must have access to the Internet to successfully communicate with the faculty and students enrolled in this course. *Computer or Internet problems are not an excuse for late work or lack of participation – have a back-up plan in place in case of emergencies.*
4. Web-based courses do not reduce the amount of time you are likely to spend completing course requirements. Rather, the time spent in the course is set by your personal learning style, not a lecture schedule.
5. Those of you with limited experience in Web-based learning should complete the Blackboard training immediately and utilize the TAMUCC Help-desk as needed.

GRADING CRITERIA: Students are held accountable for content from previous and concurrent courses. Questions related to content from previous or concurrent coursework may appear on quizzes or exams. The theory grade is based on the following:

**NURS 4671: Course Grade**

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quizzes</td>
<td>15%</td>
</tr>
<tr>
<td>Assignments</td>
<td>30%</td>
</tr>
<tr>
<td>Discussions</td>
<td>15%</td>
</tr>
<tr>
<td>Portfolio (4 parts)</td>
<td>40%</td>
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</tbody>
</table>

Grading scale for TAMUCC CONHS

<table>
<thead>
<tr>
<th>Letter</th>
<th>Grade Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>90-100</td>
</tr>
<tr>
<td>B</td>
<td>83-89</td>
</tr>
<tr>
<td>C</td>
<td>75-82</td>
</tr>
<tr>
<td>D</td>
<td>65-74</td>
</tr>
<tr>
<td>F</td>
<td>0-64</td>
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</tbody>
</table>

Syllabus Disclaimer

While the provisions of this syllabus are as accurate and complete as possible, the faculty reserves the right to change non-critical aspects of the course to accommodate emergencies, unexpected technical problems, or any unforeseen circumstances. Such changes will be
announced as soon as feasible and will be communicated by course email or announcements via Blackboard. **It is the STUDENT’S responsibility to keep abreast of course announcements.** Questions regarding course requirements should be addressed when the syllabus is received, within the first week of the course.

**POLICIES:**

**Evaluation Input from Students**

The faculty of the College of Nursing and Health Sciences places great value on evaluative input from students. Evaluation of courses, instructors and clinical facilities provides the College with important data which is used to strengthen the program. Data is analyzed as to trends and themes and is important to curriculum and sequencing decisions. All evaluations for courses posted are online. The online mechanism allows us the opportunity to tabulate and store information in order to analyze trends within the curriculum. Please be assured that this information is secured and not released until after grades are submitted. No names are available to faculty. In order to garner some reliability and validity, the College must have representative data from the student population. That representation, based on the literature, has been set at 70%. The College is anticipating that students will thoughtfully participate in the evaluation process which will assist the faculty with the growth of the program. A link to evaluations will be available on Blackboard toward the end of the semester. Thank you in advance for your assistance with the evaluation process.

**Academic Integrity and Honesty**

It is expected that University students will demonstrate a high level of maturity, self-direction, and ability to manage their own affairs. Students are viewed as individuals who possess the qualities of worth, dignity, and the capacity for self-direction in personal behavior. University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to a penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, forgery, or plagiarism. (Plagiarism is intentionally, knowingly, or carelessly presenting the work of another as one’s own). Please see the following sites for additional information:

University Student Handbook and Code of Conduct: [http://www.tamucc.edu/~students](http://www.tamucc.edu/~students)

University catalog related to academic integrity and honesty: [http://catalog.tamucc.edu/](http://catalog.tamucc.edu/)


**Classroom/professional behavior**

Texas A&M University-Corpus Christi, as an academic community, requires that each individual respect the needs of others to study and learn in a peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other students to profit from the instructional
program may be considered a breach of the peace and is subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion groups, field trips, etc.

**Grade Appeals Process**

The College of Nursing and Health Sciences (CONHS) adheres to the University’s student grade appeal procedures described in Section 13.02.99.C2.01 (revised May, 2013) and follows those guidelines. See [http://academicaffairs.tamucc.edu/Rules_Procedures/](http://academicaffairs.tamucc.edu/Rules_Procedures/) for the University procedure and see [http://conhs.tamucc.edu/shb/](http://conhs.tamucc.edu/shb/) for the CONHS process identified in the Student Handbook.

As stated in University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at [http://www.tamucc.edu/provost/university_rules/index.html](http://www.tamucc.edu/provost/university_rules/index.html). For assistance and/or guidance in the grade appeal process, students may contact the Dean’s office in the college in which the course is taught or the Office of the Provost.

**Dropping a Class**

I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. *Please consult with your academic advisor, the Financial Aid Office, and me, before you decide to drop this course.* Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. Please see the University’s Academic Calendar for the last day to drop a class with an automatic grade of “W” this term.

**Disabilities Accommodations**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116.
If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

**Title IX**

As part of the Texas A & M Corpus Christi University policy, pregnant students are urged to contact the Title IX office for facilitation of academic issues impacted by pregnancy, delivery and subsequent complications. Contact information: Mr. Samuel Ramirez, Title IX Coordinator or Ms. Rosie Ruiz, Deputy Title IX Coordinator (825-5826).

**Active Military Duty**

Active duty military personnel, military spouses, and veterans with special circumstances (e.g.: deployment, drill requirements, disabilities) are welcome and encouraged to communicate these, in advance if possible, to the course and clinical instructor.

**Support Services**

Students are encouraged to seek faculty assistance in accessing University Services, including tutoring, health services, personal counseling, degree counseling, financial aid, learning resources, job/work placement, career guidance, and computer/technical support/instruction. If a student is interested in other support services provided by the University, the student is encouraged by the College of Nursing and Health Sciences and the University to seek these services.

**Statement of Academic Continuity**

In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student.
Check the ‘Units/Lessons’ link for weekly reading materials assignments. All assignments are due at midnight of the due date listed unless otherwise noted.

**COURSE REQUIREMENTS FROM SYLLABUS**

Notes about course requirements

- Late assignments, including discussion board assignment, will not be accepted for grading and the student will earn zero points in the gradebook.
- Students will not be able to make up late assignments.

The materials and dates identified in the Class Schedule are subject to change.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>AACN Essentials</th>
<th>BON - Differentiated Educational Competencies</th>
<th>Text Chapters</th>
<th>Learning Activity</th>
<th>Due Dates 11:59pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unit 1 1/21 – 2/1/20</td>
<td>Course Intro &amp; Historical Overview</td>
<td></td>
<td>2D, 2H</td>
<td></td>
<td>Elevator Speech - Post on Discussion Board. Review Syllabus, &amp; organize Portfolio</td>
<td>2/1 11:59pm</td>
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<tr>
<td>Unit 2 1/26 – 2/1/20</td>
<td>Theory, Decisions, &amp; EBM</td>
<td>1.7, 3.1</td>
<td>1B, 1C, 2A, 2C, 2D, 2H, 4A, 4G</td>
<td>1, 2, 3, 18</td>
<td>Portfolio</td>
<td>Section due dates</td>
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<tr>
<td>Unit 3 2/2 – 2/8/20</td>
<td>Systems, Complexity &amp; Change</td>
<td>1.8, 2.3, 2.12, 9.11, 9.22</td>
<td>1B, 1C, 2H, 4A, 4D</td>
<td>8</td>
<td>Portfolio Part One</td>
<td>2/8</td>
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<tr>
<td>Unit 4 2/9 – 2/15/20</td>
<td>Organizational Structure</td>
<td>2.4</td>
<td>2D, 2H</td>
<td>7, 12</td>
<td>Staff Mix</td>
<td>2/22</td>
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<td>Unit 5 2/16 – 2/22/20</td>
<td>Delivery Models</td>
<td>2A, 2C, 2D, 4A, 4C, 4D</td>
<td>14, 17</td>
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<td>Staff Mix</td>
<td>2/22</td>
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<td>Unit 6 2/23 – 2/29/20</td>
<td>Information Management &amp; Technology</td>
<td>4.2-12</td>
<td>2B, 2E, 4E</td>
<td>19</td>
<td>Staff Mix</td>
<td></td>
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<td>Unit 7 3/1 – 3/7/20</td>
<td>Quality and EBP</td>
<td>2.6, 2.9, 2.11, 9.9, 9.11</td>
<td>1B, 2A, 2C, 2E, 3B, 4A</td>
<td>23</td>
<td>EBP Power Point</td>
<td>3/7</td>
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<td>3/9 – 3/13/20</td>
<td><strong>Spring Break!!</strong></td>
<td><strong>Spring Break!!</strong></td>
<td><strong>Spring Break!!</strong></td>
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<tr>
<td>Unit 8</td>
<td>3/15 – 3/21/20</td>
<td>Disaster Management</td>
<td>7.9, 9.20</td>
<td>2E, 3C</td>
<td>Disaster Management: Discussion initial post by 10/14; Responses by 10/18</td>
<td>3/21</td>
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<tr>
<td>Unit 10</td>
<td>3/29 – 4/4/20</td>
<td>Clinical Practice</td>
<td>1.6, 2.1, 5.2, 5.9, 8.1, 8.10, 8.12</td>
<td>1A, 1B, 2E, 2H, 3A, 3B, 3F, 4C, 4F, 4G</td>
<td>4, 5, 20</td>
<td>Practice Act</td>
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<tr>
<td>Unit 12</td>
<td>4/12 – 4/18/20</td>
<td>Patient Safety &amp; Risk Management</td>
<td>5.4, 5.5, 5.7, 9.12</td>
<td>1A, 1B, 1C, 2E, 2H, 3A, 3B, 4B</td>
<td>23</td>
<td>Pt Safety Quiz</td>
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<tr>
<td>Unit 13</td>
<td>4/19 – 4/25/20</td>
<td>Personal and Career Management</td>
<td>1.9, 8.2-4, 8.6-7, 8.13-14</td>
<td>1B, 2A, 1D, 3A, 3D, 3E</td>
<td>9, 11, 15, 24</td>
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<td>Unit 14</td>
<td>4/26 – 5/2/20</td>
<td>Course Summary and Completion of Portfolio</td>
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<td>Final Entire Portfolio; Course Evaluation</td>
<td>5/2</td>
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<tr>
<td>5/3 week</td>
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<td>Final Exam Week</td>
<td></td>
<td></td>
<td>NO Final Exam</td>
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