

## **NURS 4410: Leadership & Management**

Spring 2021

Texas A&M University-Central Texas

### **Mode of Instruction and Course Access:**

This is a 100% online course and uses the A&M-Central Texas [Canvas Learning Management System](https://tamuct.instructure.com) [https://tamuct.instructure.com].

This course runs from August 23, 2021, until December 10, 2021.

### **Instructor and Contact Information:**

Dr. Dawn Riess, Ph.D., RN Assistant Professor of Nursing

Office: Beck's Family Heritage Hall 302B

Phone: 254-519-5718

TEAMS: Text via TEAMS chat

Email: dawnriess@tamuct.edu

### **Office Hours:**

Office Hours are on: Tuesday-Thursday, 0900-1500.

Additional hours are available by appointment, in-person or virtual.

### **Student-Instructor Interaction:**

Student faculty communication by e-mails will be answered within 24 hours during the work-week and within 48 hours on weekends. Please contact me again if you have not heard from me in this period of time.

My goal is to provide student feedback on papers and case studies within one week from the assignment due date. Please contact me if you have not heard from me in this period of time.

Office hours are held at the university and available by face-to-face visits, phone consultation, or synchronous online meetings. Feel free to schedule a meeting as needed outside of the regularly scheduled office hours. You may also send text messages using the TEAMS app.

## **WARRIOR SHIELD**

### **Emergency Warning System for Texas A&M University-Central Texas**

Warrior Shield is an emergency notification service that gives Texas A&M University-Central Texas the ability to communicate health and safety emergency information quickly via email, text message, and social media. All students are automatically enrolled in Warrior Shield through their myCT email account.

Connect to Warrior Shield by [911Cellular](https://www.tamuct.edu/police/911cellular.html) [https://www.tamuct.edu/police/911cellular.html] to change where you receive your alerts or to opt out. By staying enrolled in Warrior Shield, university officials can quickly pass on safety-related information, regardless of your location.

### **Fall 2021 Return to Campus Plan:**

For the most recent campus information regarding COVID-19 see the Texas A&M University-Central Texas Fall 2021 Return to Campus Plan [<https://www.tamuct.edu/covid19/>]

## **University Student Conduct Guide:**

[https://www.tamuct.edu/student-affairs/docs/Code-of-Student-Conduct\\_2021.pdf](https://www.tamuct.edu/student-affairs/docs/Code-of-Student-Conduct_2021.pdf)

5.4.5. Disorderly Conduct 5.4.5.1. The university supports the principle of freedom of expression for both instructors and students. The university respects the rights of instructors to teach and students to learn. Maintenance of these rights requires conditions that do not impede their exercise. An individual engaging in disorderly conduct may be subject to disciplinary action. Such activities may include, but are not limited to: x Leading others to disrupt scheduled and/or normal activities on University premises. x Classroom behavior that seriously interferes with either (a) the faculty member's ability to conduct the class or (b) the ability of other students to profit from the instructional programs. x Any behavior in class or out of class, which for any reason interferes with the class work of others, involves disorder, or otherwise disrupts the regular and essential operation of the University. x Activity or conduct that violates the Texas A&M University-Central Texas Rules on Freedom of Expressive Activity (See Appendix A). 5.4.5.2. Disorderly conduct is public behavior that is disruptive lewd, or indecent; breach of peace; or aiding, or procuring another person to breach the peace on University premises or at functions sponsored by the University or participated in by members of the University community.

## **COURSE INFORMATION**

### **Course Overview and Description:**

In this course, theories and principles of human behavior in organizations are examined, including an exploration of leadership roles in professional nursing practice. Students analyze concepts that reflect the progressive development of the nurse leader who applies critical thinking and information technology skills to evidence-based practice. The role of the nurse leader as an interprofessional team member is also examined. The importance of the nurse leader as a role model for continued professional growth through lifelong learning is emphasized. Issues related to political action, socio-legal concerns, cultural diversity, and ethics in professional nursing practice are explored with an emphasis on the advocacy role of the nurse. Practicum experiences are individualized.

### **Course Objective:**

By the end of the course the student will be able to: Relate practical application of leading and management styles to provide the best possible outcomes for patients.

### **Student Learning Outcomes:**

- Apply theories of leadership and management to practice through the application of critical thinking to coordinate ethical evidence-based nursing care.
- Demonstrate an awareness of complex organizational systems, including the professional nurse's role in influencing these systems.
- Analyze the impact of selected historical, political, ethical, cultural, legal and professional issues on the health care delivery.
- Demonstrate valuing of lifelong learning and professional growth.

- Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care.

### **Professional Standards and Guidelines:**

The curriculum is guided by: American Association of Colleges of Nursing. (2021). [The Essentials: Core Competencies for Professional Education](https://www.aacnursing.org/Portals/42/AcademicNursing/pdf/Essentials-2021.pdf). Washington, DC.

[<https://www.aacnursing.org/Portals/42/AcademicNursing/pdf/Essentials-2021.pdf>]

- Essential 2.2: Communicate effectively with individuals.
- Essential 2.6: Demonstrate accountability for care delivery.
- Essential 2.9: Provide care coordination.
- Essential 4.2: Integrate best evidence into nursing practice.
- Essential 5.1: Apply quality improvement principles in care delivery.
- Essential 5.2: Contribute to a culture of patient safety.
- Essential 5.3: Contribute to a culture of provider and work environment safety.
- Essential 6.1: Communicate in a manner that facilitates a partnership approach to quality care delivery.
- Essential 6.2: Perform in different team roles, using principles and values of team dynamics.
- Essential 6.4: Work with other professionals to maintain a climate of mutual learning, respect, and shared values.
- Essential 7.1: Apply knowledge of systems to work effectively across the continuum of care.
- Essential 8.1: Describe the various information and communication technology tools used in the care of patients, communities, and populations.
- Essential 8.3: Use information and communication technologies and informatics processes to deliver safe nursing care to diverse populations in a variety of settings.
- Essential 9.2: Employ participatory approach to nursing care.
- Essential 9.3: Demonstrate accountability to the individual, society, and the profession.
- Essential 9.4: Comply with relevant laws, policies, and regulations.
- Essential 9.5: Demonstrate the professional identity of nursing.
- Essential 9.6: Integrate diversity, equity, and inclusion as core to one's professional identity.
- Essential 10.1: Demonstrate a commitment to personal health and well-being.
- Essential 10.2: Demonstrate a spirit of inquiry that fosters flexibility and professional maturity.
- Essential 10.3: Develop capacity for leadership.

### **Required Reading and Textbook(s):**

American Psychological Association. (2020). *Publication of the American Psychological Association* (7<sup>th</sup> ed.). Washington D.C: American Psychological Association. ISBN-13: 978-1433832178  
ISBN-10: 1433832178

Yoder-Wise P. (2019). *Leading and Managing in Nursing* (7<sup>th</sup> ed.). Maryland Heights, Missouri: Elsevier. ISBN-9780323449137

## **COURSE REQUIREMENTS**

**\*\* Note that assignments may require additional research and data collection in addition to textbook reading assignments\*\***

### **Course Requirements:**

Assignment: Leading & Management, 25 points

Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care.

Assignment: Legal & Ethical Considerations, 20 points

Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care.

Assignment: Cultural Diversity in Health Care, 20 points

Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care.

Assignment: Health Pamphlet, 20 points

Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care.

Assignment: Power, Politics, and Influence, 20 points

Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care.

Assignment: Communication & Conflict APA Paper, 15 points

Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care.

Discussion 1, Employment Laws, (10 points)

Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care.

Discussion 2, Stress and Time, (10 points)

Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care.

**\*\* All group assignments must be submitted individually.** Groups will work together towards a final product, agree on a final copy, and provide access to all. Late deductions will apply if assignment is not submitted on time, per late policy. Completion date of the assignment will not be considered, only Canvas recorded submission time and date.

Change Project Presentation (total of 70 points)

\*Presentations will require audio, no speaker notes. Student is responsible for submitting on time, technical issues will not be considered for extensions

Part 1, Chapter 10, 11, 12 (30 points)

Part 2, Chapter 15, 18, 30 (50 points)

- Apply theories of leadership and management to practice through the application of critical thinking to coordinate ethical evidence-based nursing care.
- Demonstrate an awareness of complex organizational systems, including the professional nurse's role in influencing these systems.
- Analyze the impact of selected historical, political, ethical, cultural, legal and professional issues on the health care delivery.
- Demonstrate valuing of lifelong learning and professional growth.
- Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care.

|                 |            |      |
|-----------------|------------|------|
| Assignments X 6 | 120 Points | 60%  |
| Change Project  | 80 Points  | 30%  |
| Discussion X 2  | 20         | 10%  |
| Total:          | 220 Points | 100% |
|                 |            |      |

**Percent**A=90-100

B=80-89

C=70-79

D=60-69

F=59 or below

**Posting of Grades**

All student grades will be posted on the Canvas Grade book. Students should monitor their grading status often and report to the instructor any discrepancies. Quiz and exam grades taken through Canvas are posted upon successful submission. Faculty graded assignments and discussion posts will be posted within 72 hours after the due date and time. Friday assignment grades will be posted within 72 hours of the following Monday. The final Change Project presentation grade will be finalized within 5 days from the due date, depending on the quantity of submissions.

**Late Submission of Assignments:**

On occasion, you may find that you need a time extension for one of your reflection papers or case study assignments. Please note that an extension will only be given if requested prior to the assignment deadline. If you need an extension, please send me an email with the following information: 1) Name of assignment; 2) Length of the extension that you are requesting (for example, one day, one week); and 3) The reason you are requesting an extension. If a requested extension is not granted, then the **Department of Nursing Late Assignment Policy** is followed.

**Department of Nursing Late Assignment Policy**

Assignments are due on the date and time outlined in the course schedule and syllabus. A 10% deduction will be taken for each day an assignment is past the due date. After three days, a grade of 0 will be entered

into the gradebook for that assignment. This includes all quizzes, discussion boards, and any other written work in the course. Exceptions will be granted at faculty discretion and only if arrangements were made prior to the due date.

## **COURSE OUTLINE AND CALENDAR**

**Complete Course Calendar (see at the end of document)**

### **Import University Dates:**

*Academic Calendar: <https://www.tamuct.edu/registrar/academic-calendar.html>*

## **TECHNOLOGY REQUIREMENTS AND SUPPORT**

### **Technology Requirements**

This course will use the A&M-Central Texas Instructure Canvas learning management system. **We strongly recommend the latest versions of Chrome or Firefox browsers. Canvas no longer supports any version of Internet Explorer.**

Logon to [A&M-Central Texas Canvas](https://tamuct.instructure.com/) [https://tamuct.instructure.com/] or access Canvas through the [TAMUCT Online link](https://tamuct.onecampus.com/) in myCT [https://tamuct.onecampus.com/]. You will log in through our Microsoft portal.

Username: Your MyCT email address. Password: Your MyCT password

### **Canvas Support**

Use the Canvas Help link, located at the bottom of the left-hand menu, for issues with Canvas. You can select “Chat with Canvas Support,” submit a support request through “Report a Problem,” or call the Canvas support line: 1-844-757-0953.

For issues related to course content and requirements, contact your instructor.

### **Online Proctored Testing**

A&M-Central Texas uses Proctorio for online identity verification and proctored testing. This service is provided at no direct cost to students. If the course requires identity verification or proctored testing, the technology requirements are: Any computer meeting the minimum computing requirements, plus web camera, speaker, and microphone (or headset). Proctorio also requires the Chrome web browser with their custom plug in.

### **Other Technology Support**

For log-in problems, students should contact Help Desk Central

24 hours a day, 7 days a week

Email: [helpdesk@tamu.edu](mailto:helpdesk@tamu.edu)

Phone: (254) 519-5466

[Web Chat](http://hdc.tamu.edu): [http://hdc.tamu.edu]

*Please let the support technician know you are an A&M-Central Texas student.*

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## **INSTRUCTOR POLICIES.**

### **Late Assignments:**

Assignments are due on the date and time outlined in the course schedule and syllabus. A 10% deduction will be taken for each day an assignment is past the due date. After three days, a grade of 0 will be entered into the gradebook for that assignment. This includes all quizzes, discussion boards, and any other written work in the course. Exceptions will be granted at faculty discretion and only if arrangements were made prior to the due date.

**Group Participation:**

Course contains multiple group assignments that require equal peer participation and collaboration. All members are expected to contribute and participate towards final assignment/project. Peer Review evaluations may be required and considered towards final grade. If equal participation and collaboration towards the final assignment/project is not demonstrated, individual point deduction may apply. No editing, or changes of any kind, are to be made to the final copy without group consent or agreement. Group assignments that are completed individually will receive a "0". Group assignments must be completed within a group. All final submissions must be individually through Canvas.

**Additional Research**

Self-guided research and material search will be required throughout the course.

Several assignments will require additional research for supportive material through the use of outside resources. Students are required to follow APA citing/referencing and copyright guidelines.

**Power Point & Studio/Arc Presentations**

All presentations require audio, unless otherwise specified/instructed.

**Course Calendar**

The course schedule in the Syllabus may change during the semester due to weather, or other unforeseen circumstances.

## UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

### Drop Policy

If you discover that you need to drop this class, you must complete the [Drop Request](#) Dynamic Form through Warrior Web.

[<https://dynamicforms.ngwebsolutions.com/casAuthentication.ashx?InstID=eaed95b9-f2be-45f3-a37d-46928168bc10&targetUrl=https%3A%2F%2Fdynamicforms.ngwebsolutions.com%2Fsubmit%2Fform%2Fstart%2F53b8369e-0502-4f36-be43-f02a4202f612>].

Faculty cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the Academic Calendar for which the form must be completed. Once you submit the

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|---|----------------------------|--------------|
| • <a href="#">Leading &amp; Managing</a>                          | Chap 1 & 2                 | September 3  |
| • <a href="#">Employment Laws</a>                                 | Chap 3                     | September 10 |
| • <a href="#">Legal and Ethical Issues for Nursing Leadership</a> | Chap 3                     | September 17 |
| • <a href="#">Cultural Diversity in Health Care</a>               | Chapter 4                  | September 24 |
| • <a href="#">Stress and Time</a>                                 | Chap 7                     | October 1    |
| • <a href="#">Health Pamphlet</a>                                 | Literature Review          | October 8    |
| • <a href="#">Communication/Conflict Paper</a>                    | Chap 8                     | October 22   |
| • <a href="#">Power, Politics, and Influence</a>                  | Chap 9                     | October 29   |
| • <a href="#">Change Project, Part 1</a>                          | Chap 10, 11, 22            | November 12  |
| • <a href="#">Change Project, Part 2</a>                          | Chap 15, 18, 20, 23, 24,30 | December 3   |

completed form to the Registrar's Office, you must go into Warrior Web and confirm that you are no longer enrolled. If you still show as enrolled, FOLLOW-UP with the Registrar's Office immediately. You are to attend class until the procedure is complete to avoid penalty for absence. Should you miss the drop deadline or fail to follow the procedure, you will receive an F in the course, which may affect your financial aid and/or VA educational benefits.



## **Academic Integrity**

Texas A&M University -Central Texas values the integrity of the academic enterprise and strives for the highest standards of academic conduct. A&M-Central Texas expects its students, faculty, and staff to support the adherence to high standards of personal and scholarly conduct to preserve the honor and integrity of the creative community. Academic integrity is defined as a commitment to honesty, trust, fairness, respect, and responsibility. Any deviation by students from this expectation may result in a failing grade for the assignment and potentially a failing grade for the course. Academic misconduct is any act that improperly affects a true and honest evaluation of a student's academic performance and includes, but is not limited to, working with others in an unauthorized manner, cheating on an examination or other academic work, plagiarism and improper citation of sources, using another student's work, collusion, and the abuse of resource materials. All academic misconduct concerns will be referred to the university's Office of Student Conduct. Ignorance of the university's standards and expectations is never an excuse to act with a lack of integrity. When in doubt on collaboration, citation, or any issue, please contact your instructor before taking a course of action.

For more [information regarding the Student Conduct process](https://www.tamuct.edu/student-affairs/student-conduct.html), [https://www.tamuct.edu/student-affairs/student-conduct.html].

If you know of potential honor violations by other students, you may [submit a report](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=0), [https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\_id=0].

## **Academic Accommodations**

At Texas A&M University-Central Texas, we value an inclusive learning environment where every student has an equal chance to succeed and has the right to a barrier-free education. The Office of Access and Inclusion is responsible for ensuring that students with a disability receive equal access to the university's programs, services and activities. If you believe you have a disability requiring reasonable accommodations please contact the Office of Access and Inclusion, WH-212; or call (254) 501-5836. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](https://tamuct.instructure.com/courses/717) Canvas page (log-in required) [https://tamuct.instructure.com/courses/717]

## **Important information for Pregnant and/or Parenting Students**

Texas A&M University-Central Texas supports students who are pregnant and/or parenting. In accordance with requirements of Title IX and related guidance from US Department of Education's Office of Civil Rights, the Dean of Student Affairs' Office can assist students who are pregnant and/or parenting in seeking accommodations related to pregnancy and/or parenting. Students should seek out assistance as early in the pregnancy as possible. For more information, please visit [Student Affairs](https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html) [https://www.tamuct.edu/student-affairs/pregnant-and-parenting-students.html]. Students may also contact the institution's Title IX Coordinator.

If you would like to read more about these [requirements and guidelines](http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf) online, please visit the website [http://www2.ed.gov/about/offices/list/ocr/docs/pregnancy.pdf].

Title IX of the Education Amendments Act of 1972 prohibits discrimination on the basis of sex and gender—including pregnancy, parenting, and all related conditions. A&M-Central Texas is able to provide flexible and individualized reasonable accommodation to pregnant and parenting students. All pregnant and parenting

students should contact the Associate Dean in the Division of Student Affairs at (254) 501-5909 to seek out assistance. Students may also contact the University's Title IX Coordinator.

## **Tutoring**

Tutoring is available to all A&M-Central Texas students, on a remote online basis. Visit the Academic Support Community in Canvas to view schedules and contact information. Subjects tutored on campus include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Student success coaching is available online upon request.

If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, success coaching, or have any other question, contact Academic Support Programs at (254) 501-5836, visit the Office of Student Success at 212F Warrior Hall, or by emailing [studentsuccess@tamuct.edu](mailto:studentsuccess@tamuct.edu).

Chat live with a tutor 24/7 for almost any subject from on your computer! Tutor.com is an online tutoring platform that enables A&M-Central Texas students to log in and receive online tutoring support at no additional cost. This tool provides tutoring in over 40 subject areas except writing support. Access Tutor.com through Canvas.

## **University Writing Center**

University Writing Center: Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (A&M–Central Texas) is a free service open to all A&M–Central Texas students. For the Fall 2021 semester, the hours of operation are from 10:00 a.m.-5:00 p.m. Monday thru Thursday in Warrior Hall 416 (with online tutoring available every hour as well) with satellite hours available online only Monday thru Thursday from 6:00-9:00 p.m. and Saturday 12:00-3:00 p.m.

Tutors are prepared to help writers of all levels and abilities at any stage of the writing process. While tutors will not write, edit, or grade papers, they will assist students in developing more effective composing practices. By providing a practice audience for students' ideas and writing, our tutors highlight the ways in which they read and interpret students' texts, offering guidance and support throughout the various stages of the writing process. In addition, students may work independently in the UWC by checking out a laptop that runs the Microsoft Office suite and connects to WIFI, or by consulting our resources on writing, including all of the relevant style guides. Whether you need help brainstorming ideas, organizing an essay, proofreading, understanding proper citation practices, or just want a quiet place to work, the UWC is here to help!

Students may arrange a one-to-one session with a trained and experienced writing tutor by making an appointment via WOnline at <https://tamuct.mywconline.com/>. In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu) if you have any questions about the UWC, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor by making an appointment via WOnline at <https://tamuct.mywconline.com/>. In addition, you can email Dr. Bruce Bowles Jr. at [bruce.bowles@tamuct.edu](mailto:bruce.bowles@tamuct.edu) if you have any questions about the UWC, need any assistance with scheduling, or would like to schedule a recurring appointment with your favorite tutor.

## **University Library**

The University Library provides many services in support of research across campus and at a distance. We offer over 200 electronic databases containing approximately 400,000 eBooks and 82,000 journals, in addition to the 96,000 items in our print collection, which can be mailed to students who live more than 50 miles from campus. Research guides for each subject taught at A&M-Central Texas are available through our website to help students navigate these resources. On campus, the library offers technology including cameras, laptops, microphones, webcams, and digital sound recorders.

Research assistance from a librarian is also available 24 hours a day through our online chat service, and at the reference desk when the library is open. Research sessions can be scheduled for more comprehensive assistance, and may take place virtually through WebEx, Microsoft Teams or in-person at the library. Assistance may cover many topics, including how to find articles in peer-reviewed journals, how to cite resources, and how to piece together research for written assignments.

Our 27,000-square-foot facility on the A&M-Central Texas main campus includes student lounges, private study rooms, group work spaces, computer labs, family areas suitable for all ages, and many other features. Services such as interlibrary loan, TexShare, binding, and laminating are available. The library frequently offers workshops, tours, readings, and other events. For more information, please visit our [Library website](http://tamuct.libguides.com/index) [<http://tamuct.libguides.com/index>].

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## **OPTIONAL POLICY STATEMENTS**

### **A Note about Sexual Violence at A&M-Central Texas**

Sexual violence is a serious safety, social justice, and public health issue. The university offers support for anyone struggling with these issues. University faculty are mandated reporters, so if someone discloses that they were sexually assaulted (or a victim of Domestic/Dating Violence or Stalking) while a student at TAMUCT, faculty members are required to inform the Title IX Office. If you want to discuss any of these issues confidentially, you can do so through Student Counseling (254-501-5955) located on the second floor of Warrior Hall (207L).

Sexual violence can occur on our campus because predators often feel emboldened, and victims often feel silenced or shamed. It is incumbent on ALL of us to find ways to actively create environments that tell predators we don't agree with their behaviors and tell survivors we will support them. Your actions matter. Don't be a bystander; be an agent of change. For additional information on campus policy and resources visit the [Title IX webpage](https://www.tamuct.edu/compliance/titleix.html) [<https://www.tamuct.edu/compliance/titleix.html>].

### **Behavioral Intervention**

Texas A&M University-Central Texas cares about the safety, health, and well-being of its students, faculty, staff, and community. If you are aware of individuals for whom you have a concern, please make a referral to the Behavioral Intervention Team. Referring your concern shows you care. You can complete the [referral](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2) online [[https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout\\_id=2](https://cm.maxient.com/reportingform.php?TAMUCentralTexas&layout_id=2)].

Anonymous referrals are accepted. Please see the [Behavioral Intervention Team](https://www.tamuct.edu/bit) website for more information [<https://www.tamuct.edu/bit>]. If a person's behavior poses an imminent threat to you or another, contact 911 or A&M-Central Texas University Police at 254-501-5800.