NURS 4410, Leadership & Management
Summer 2021 rev. 05.27.2021
Texas A&M University-Central Texas

INSTRUCTOR AND CONTACT INFORMATION
Instructor: Catherine Pena
Office: Remote
Phone:
Email: Canvas for course related concerns

Office Hours: Remote
Monday-Wednesday 9:00 – 2:00 p.m., Friday appointment only. Phone appointments upon request.

Mode of instruction and course access:
This course is a web-based course taught online using the A&M-Central Texas Canvas Learning Management System [https://tamuct.instructure.com]. Audio ability is required for Power Point Presentations or as instructed. This course uses the A&M-Central Texas Canvas Learning Management System [https://tamuct.instructure.com].

Student-instructor interaction:
Emails and messages within Canvas; students may expect a response within 24 to 48 hours Monday-Thursday. Students are expected to check emails daily for announcements, assignment updates, or any other messages corresponding to the course. Office hours may also include synchronous online student's learning and serving as a resource person to guide the student in the learning process.

911 Cellular:
Emergency Warning System for Texas A&M University – Central Texas
911Cellular 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 911 Cellular through their myCT email account.

Connect at 911Cellular [https://portal.publicsafetycloud.net/Texas-AM-Central/alert-management] to change where you receive your alerts or to opt out. By staying enrolled in 911Cellular, university officials can quickly pass on safety-related information, regardless of your location.

COURSE INFORMATION

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 this 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.

Competency Goals Statements (certification or standards):

- Essential II: Basic Organizational and Systems Leadership for Quality Care and Patient Safety.
- Essential IV: Information Management and Application of Patient Care Technology
- Essential VI: Interprofessional Communication and Collaboration for Improving Patient Health Outcomes.
- Essential VIII: Professionalism and Professional Values

Required Reading and Textbook(s):

 American Psychological Association. (2010). *Publication of the American Psychological   Association (7th ed.).* Washington D.C: American Psychological Association. ISBN-13: 978-1433832161
ISBN-10: 143383216X

Yoder-Wise P. (2019). *Leading and Managing in Nursing* (7th 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

Assignment 1, Chapter 1, Yoder-Wise (20 points)
Leading, Managing, and Followers - Outline
Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care. Vague or short answers will not be considered for full credit. All answers must provide insight and depth-include examples as needed.

Assignment 2, Chapter 2, Yoder-Wise (20 points)
Developing the Roles of Leaders/Managers – Outline
Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care. Vague or short answers will not be considered for full credit. All answers must provide insight and depth-include examples as needed.

Assignment 3, Chapter 4, Yoder-Wise (30 points)
Culture Diversity in Health Care – Outline
Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care. Vague or short answers will not be considered for full credit. All answers must provide insight and depth-include examples as needed.

Assignment 4, (20points)
Health Pamphlet/Presentation
Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care. Vague or short answers will not be considered for full credit. All answers must provide insight and depth-include examples as needed.

Assignment 5, Chapter 9, Yoder-Wise (20 points)
Power, Politics and Influences – Outline
Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care. Vague or short answers will not be considered for full credit. All answers must provide insight and depth-include examples as needed.

Discussion 1, Stress and Time, Chapter 7, Yoder-Wise (10 points)

Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care. Vague or short answers will not be considered for full credit. All answers must provide insight and depth-include examples as needed.

** 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 on personal software will not be considered, only Canvas recorded submission time and date. No individual submissions will be accepted; students must work in groups. Individual deductions may apply based on lack of collaboration, participation, or other conflicts within the group-faculty may include peer evaluation as needed.

** Student is responsible for group sign up.

Group Assignment 1, Chapter 3, Yoder-Wise, Article Research (20 points)
Legal and Ethical Issues – Group PPT
Analyze the impact of selected historical, political, ethical, cultural, legal and professional issues on the health care delivery. Audio required. If presentation does not include audio, it will not be accepted, and student(s) is responsible for resubmitted-late deductions will apply according to policy.

Group Assignment 2, Chapter 8, Yoder-Wise (20 points)
Communication-Group PPT
Apply theories of leadership and management to practice through the application of critical thinking to coordinate ethical evidence-based nursing care. Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care. Audio required. If presentation does not include audio, it will not be accepted, and student(s) is responsible for resubmitted-late deductions will apply according to policy.

Group Assignment 3, Chapter 8, Yoder-Wise (20 points)
Conflict – PPT
Apply the role of the professional nurse as a leader, manager, and facilitator of holistic, interprofessional care. Audio required. If presentation does not include audio, it will not be accepted, and student(s) is responsible for resubmitted-late deductions will apply according to policy.

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. If presentation does not include audio, it will not be accepted, and student is responsible for resubmitted-late deductions will apply according to policy. Presentation template must be used for final presentations.

Part 1, Chapter 10, 11, 12 (30 points)
Part 2, Chapter 15, 18, 30 (40 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 5	110 Points	40%
Group Projects X 3	60 points	20%
Change Project	70 Points	40%
Total:	430 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.

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
This course will use the A&M-Central Texas Instructure Canvas learning management system.
Logon to A&M-Central Texas Canvas [https://tamuct.instructure.com].

   Username: Your MyCT username (xx123 or everything before the "@" in your MyCT e-mail 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.

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

      Phone: (254) 519-5466

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

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

Students are responsible for contacting Canvas support for any technical issues.

UNIVERSITY RESOURCES, PROCEDURES, AND GUIDELINES

Drop Policy.

If you discover that you need to drop this class, you must complete a Drop Request Form [https://www.tamuct.edu/registrar/docs/Drop_Request_Form.pdf].

Professors cannot drop students; this is always the responsibility of the student. The Registrar's Office will provide a deadline on the University Calendar for which the form must be completed, signed and returned. Once you return the signed 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, 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 reported 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.

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 Department 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 Department of Access and Inclusion at (254) 501-5831. Any information you provide is private and confidential and will be treated as such.

For more information please visit our [Access & Inclusion](#) webpage [https://www.tamuct.edu/student-affairs/access-inclusion.html].

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 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. For more information, please visit https://www.tamuct.departments/index.php. Students may also contact the institution's Title IX Coordinator. If you would like to read more about these [requirements and guidelines 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 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, both on-campus and online. On-campus subjects tutored include Accounting, Advanced Math, Biology, Finance, Statistics, Mathematics, and Study Skills. Tutors are available at the Tutoring Center in Warrior Hall, Suite 111.
If you have a question regarding tutor schedules, need to schedule a tutoring session, are interested in becoming a tutor, or any other question, contact Academic Support Programs at 254-519-5796, or by emailing Dr. DeEadra Albert-Green at deeadra.albertgreen@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 FREE online tutoring and writing support. This tool provides tutoring in over 40 subject areas. Access Tutor.com through Canvas.

The University Writing Center.
Located in Warrior Hall 416, the University Writing Center (UWC) at Texas A&M University–Central Texas (TAMUCT) is a free workspace open to all TAMUCT students from 10:00 a.m.-5:00 p.m. Monday thru Thursday with satellite hours in the University Library Monday thru Thursday from 6:00-9:00 p.m. This semester, the UWC is also offering online only hours from 12:00-3:00 p.m. on Saturdays.

Students may arrange a one-on-one session with a trained and experienced writing tutor by visiting the UWC during normal operating hours (both half-hour and hour sessions are available) or by

making an appointment via [WCOnline](https://tamuct.mywconline.com/) at [https://tamuct.mywconline.com/]. In addition, you can email Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu for any assistance needed with scheduling.

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!

If you have any questions about the UWC, please do not hesitate to contact Dr. Bruce Bowles Jr. at bruce.bowles@tamuct.edu.

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 250,000 eBooks and 82,000 journals, in addition to the 85,000 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 on Skype 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].

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/departments/compliance/titleix.php].

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.

Copyright Notice.
Students should assume that all course material is copyrighted by the respective author(s). Reproduction of course material is prohibited without consent by the author and/or course instructor. Violation of copyright is against the law and Texas A&M University-Central Texas' Code of Academic Honesty. All alleged violations will be reported to the Office of Student Conduct.

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Course Calendar

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

• Leading, Managing, and Followers	Chap 1	June 14
• Developing the Roles of Leaders Managers	Chap 2	June 14
• Legal and Ethical Issues Group PPT	Chap 3, Article Research	Jun 21
• Cultural Diversity in Health Care	Chapter 4	June 21
• Stress and Time	Chap 7	June 28
• Health Pamphlet/Presentation		June 28
• Power, Politics, and Influence	Chap 9	July 5
• Communication-Group PPT	Chap 8	July 5
• Change Project, Part 1	Chap 10, 11, 22	July 19
• Change Project, Part 2	Chap 15, 18, 30	Aug 2
• Conflict – Group PPT	Chap 8	Aug 9