



Nursing Leadership and Management
RNBS-4631.060 and RNBS-4631.060L (combined into ONE Canvas course site)
Spring 2024 Flex 2
Didactic & Clinical Course
Scheduled Class Days and Times: Online

RNBS-4631.060 & .060L (Lab section) - Nursing Leadership & Management – (All sections are combined in main Canvas course; we will not use the Canvas lab sections for this course. We will have didactic and clinical content in one location only.)

Instructor's Name: Karen Walker, Ph.D., RN, MBA
Office: Virtual
Phone: Cell: 903-521-6854
Email: *kwalker@uttyler.edu
Office Hours: Virtually: **Monday** evenings: 8 – 9 pm via zoom (see syllabus/calendar for dates and topics; or as needed. Office Hours 1-4pm via Zoom

Scheduled Office hours on Zoom: See faculty specific dates/times. Other times via appointment, email, conference call, and/or zoom. See course Announcements for more details.

TA Contact Information: NA

Course Description:

Synthesis of theories and concepts related to critical thinking, change theory, conflict resolution, delegation, and changes that impact the health care delivery system are discussed. Theories and concepts related to leadership and management are presented. Opportunities for theory application are provided in selected structured and unstructured settings. 3:3

<https://www.uttyler.edu/catalog/>

Prerequisites:

Admission to the RN-BSN track. Successful completion of [RNBS 3303](#) and [RNBS 3312](#) and [RNBS 3315](#). Special permission required from the School of Nursing to take out of sequence.

Student Learning Outcomes:

Upon successful completion of this course, the student will be able to:

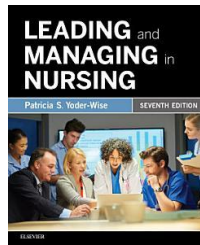
1. **Professionalism:** Demonstrate responsibility for ongoing professional development, including exploration of role diversification and life-long learning.
2. **Patient-Centered Care:** Integrate concepts of current organizational and systems leadership with the culture of the healthcare organization to coordinate quality patient centered care.
3. **Evidence-Based Practice (EBP):** Integrate theory and research knowledge in the formulation, implementation, and evaluation of nursing leadership/management actions in various practice settings.

4. **Informatics & Technology:** Utilize contemporary practice technologies, information systems, and communication devices that support the delivery of safe nursing practice.
5. **Quality Improvement:** Apply knowledge of the socio-political forces, economic resources, and regulatory processes that impact health care delivery.
6. **Teamwork and Collaboration:** Work in partnership with the inter/intra disciplinary team to optimize patient outcomes that reflect advocacy and human caring for diverse populations across the lifespan.
7. **Wellness and Prevention:** Synthesize professional skills, knowledge, and attitudes when applying the nursing process to provide safe, holistic, evidenced based patient centered care.
8. **Leadership:** Demonstrates values based on historical, moral, ethical, and legal aspects of professional nursing practice responding to global health needs.
9. **Safety:** Implement measures to promote quality and a safe environment for patients, self, and others.
10. **Strengths:** Measure how strengths (signature talent themes) influence the role of the student nurse and clinical decision-making.

Required Textbooks and Readings:

Students may order their required textbooks through the UT Tyler Bookstore (order online): <https://evolve.elsevier.com/cs/>
Please make sure the use the correct course prefix and number (**RNBS-4631**).

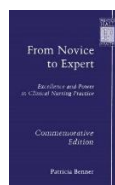
1. Yoder-Wise, P. S. (2019). *Leading and managing in nursing* (7th Ed.) St. Louis: Elsevier, ISBN: 978-0-323-44913-7 (hard copy – publish date 2019 or eBook – publish date 2018)



Note: There is an 8th edition. We are in the process of integrating this new content into the curriculum, which takes time. We will use the 7th edition for this course/semester. Do NOT purchase the 8th edition.

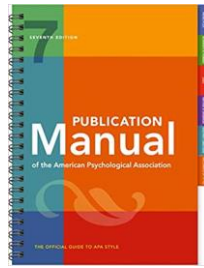
Recommended Textbooks and Readings:

1. Benner, P. (2001). *From novice to expert: excellence and power in clinical nursing practice*. Menlo Park, California: Addison-Wesley Publishing Company. ISBN: 978-0-13-032522-8 or 0-13-032522-8



NOTE: An older version of Benner's, *From Novice to Expert* is fine too. You can buy this **used** and save.

2. Publication Manual of the American Psychological Association, 7th Edition;
ISBN: 978-1-4338-3215-4



Special Course Notes:

- a. Students are responsible for all course assignments and content, including announcements posted in Canvas learning management system. All work submitted must include the student's full name and date. All work must be typed on templates provided or as Word, Excel, or PowerPoint documents.
- b. Weekly module content, including video lectures and interactive learning activities (ILAs) are posted in Canvas by module. Students are responsible for viewing the lecture video and any other required videos then completing the Interactive learning activities. Completion of ALL components of the interactive learning activities results in a percentage of completion grade in the grade center. Completion of the course work for each module is recommended for successful completion of the course.
- c. All submitted written material (papers, assignments, examinations, etc.) are the property of the School of Nursing.
- d. Late assignments are discouraged and will be accepted at the discretion of faculty. A five (5) percent penalty for each day the assignment is late may be applied to the final grade at faculty discretion.
- e. Communication with faculty will be via canvas, phone, scheduled Zoom meetings, UTT Patriot email or scheduled appointment. Students are required to use their student Patriot or Canvas email accounts for all correspondence. **Email communication should include RNBS-4631 in the subject line.** Students are expected to check their university email at least every two business days. Faculty will respond to email correspondence within two business days.
 - a. **Students must communicate with course faculty** all potential/late assignments/exams and discuss options for making up and submitting late course work. Students will contact course faculty as soon as possible to discuss the situation. Students are subject to failing the course assignment/exam if they do not communicate with course faculty.
 - b. **All clinical activities and exams are required** to be completed for this course.

Computer Requirements: Access to a current, working computer or laptop with internet access using Firefox or Chrome browser is required for this internet-based course. The Canvas learning system works best using Firefox or Chrome browsers. It is essential to have access to a reliable PC/laptop and internet access for this course.

Internet Instructions: Course modules are online in Canvas (see course calendar). UT Tyler online canvas courses use Java, JavaScript, browser plug-ins, helper application and cookies. Canvas works best using Chrome or Firefox browser. It is essential that you have these elements installed and enabled in your web browser for optimal viewing of the content and functions of your online course content. Lecture videos are optimally viewed in high definition.

- Adobe Reader allows you to view, save, and print Portable Document Format (PDF) files. <http://get.adobe.com/reader/>
- Java Runtime Environment (JRE) allows you to use interactive tools on the web. <http://www.java.com/en/download/>
- QuickTime allows users to play back audio and video files. <http://www.apple.com/quicktime/download/>

Assignments and Weights/Percentage/Point Values

Final course grades less than 75% are not rounded. The combined weighted calculation of all course assignments, quizzes, exams, and clinical activities must be at least 75% in order to pass the course.

Students are expected to adhere to assignment due dates and times. Late submissions will receive a 5% deduction each day an assignment is past due unless prior arrangements have been made with your course faculty. Extenuating circumstances may apply. Students must contact course faculty (prior to due date if possible) to get approval for any extensions for late work.

Criteria for Evaluation:	Percentage of Grade:
Exam 1 (Modules 1 – 4)	15%
Exam 2 (Modules 5 – 9)	15%
Exam 3 (Modules 10 – 12)	15%
Discussions/Participation – (Strengths/Personal Assessment, Team Building, and Communication & Conflict)	15%
Interactive Learning/CU Quizzes (Modules 1 – 12)	5%
Syllabus/Course schedule/Important Course Information Quizzes	5%
<u>Clinical Grade:</u> Clinical Expectations Quiz, APA Quiz, Clinical Activities, and Clinical Self – Evaluation <u>Required Clinical Activities:</u>	30%
<ul style="list-style-type: none"> • Leader Interviews and reflection on leader/follower roles; strengths • QEP Group Project/Simulation: Patient Safety & Quality Case Scenario & taped debriefing session • Delegation and staff/faculty teaching project 	
Total	100%

Grading Scale:

Specific guidelines and grading criteria for all assignments are in the Modules. Final grades for the course will be determined based upon the following point assignments:

- A - 90-100
- B - 80-89
- C - 75-79
- D - 60-74
- F - Below 60

Final course grades less than 75% are not rounded up. The combined weighted calculation of all course assignments, quizzes, exams, and clinical activities must be at least 75% in order to pass the course.

Grade Appeals: Although the university policy allows 60 days for grade appeals, the School of Nursing follows a stricter timeline of 10 days to facilitate students' timely progression through the curriculum. In the case of extenuating circumstances, please consult the Associate Dean of Academic Affairs for guidance.

Academic Integrity: Cheating of any kind, as defined in Section 8 of the UT Tyler Manual of Policies and Procedures (MOPP) for Student Affairs (<https://www.uttyler.edu/mopp/>), will not be tolerated. Consequences may include:

- reprimand
- exam failure
- course failure
- expulsion from the Nursing program
- expulsion from the University
- other consequences as assigned

Exam and homework materials, questions, and problems are the intellectual property of faculty, UT Tyler, or publishers.

- These materials may not be distributed without permission.
- Distributing or uploading them to online resources destroys the integrity of the assignment and the course, allowing others an unfair advantage by letting them view the materials.
- Uploading these materials to online resources is a violation of UT Tyler's academic misconduct policies and may result in formal conduct charges.
- Sanctions for uploading or otherwise divulging the contents of these materials can include:
 - a reduced or failing grade on an assignment
 - a reduced or failing grade for the course
 - removal from the Nursing program
 - removal from UT Tyler

Late Policy: 5% will be deducted each day an assignment is past due unless prior arrangements have been made with your course faculty. Extenuating circumstances may apply.

Clinical Activities: These activities are required in order to pass this course. Each clinical activity must be scored at 75% or greater. Students may resubmit all or portions of a clinical activity in order to demonstrate clinical learning outcomes and competencies.

Repeating a Course: Students repeating this course may not use previously submitted assignments nor utilize the same patients for an assignment. Submitting the same or slightly modified assignments from previous semesters is considered self-plagiarism and is subject to academic discipline, including failing the assignment or the course.

Attendance and Make-up Policy: Attendance/participation is expected. Make-up for exams, quizzes, assignments, and missed clinical time/activities is at the instructor's discretion.

Grade Replacement: Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

Graded Course Requirements Information:

Specific guidelines and grading criteria for all assignments are in the Modules. Detailed instructions and, in some cases, examples are provided.

- a. Meet with course instructor for any **clinical activity** with a grade of less than 75%. All clinical activities must be passed with a score of 75% or greater in order to meet the student learning outcomes. Extenuating circumstances may apply.

- b. Meet with course instructor for any exam with a grade of less than 75% to discuss exam study strategies. Students must schedule a zoom session with course faculty within 10 days of the exam.
- c. Please review any additional course addendums for specific clinical information for this course. Passing the clinical component for this course is required to pass the entire course.

Weekly Open Office Hours: There are scheduled weekly office hours as noted in the Getting Started Module in Canvas. These meetings offer an opportunity where students can meet with the instructor to get questions answered and discuss course work and student success strategies. Students are encouraged to attend these sessions. Each session is recorded for viewing by students who may be able to attend.

Important Course Dates:

<https://www.utt Tyler.edu/schedule/files/2023-2024/academic-calendar-2023-2024-school-of-nursing-20230718.pdf>

Important Course Dates:

Date Criteria	7N2 (Second 7-week term)
Classes Begin	3/4/24
Census Date (withdraw without penalty)	3/8/24
Last Date to Withdraw: Please contact your advisor to discuss withdrawing from the course and notify your instructor.	4/8/24
Classes End	4/27/24

Calendar of Topics, Readings, and Due Dates:

Students we HIGHLY recommend that you link the course notifications and assignments to the Canvas calendar to your phones.

RNBS 4631 Nursing Leadership & Management – Course Schedule Spring 2024

Week	Topic	Chapter Readings	Assignments Due
Week 1: 3/4/24	Module 1 Course Introduction & Overview * Leading, Managing, & Following & Cultural Diversity * Career Management * Legal & Ethical Issues* (integrated throughout)	Yoder-Wise (YW) Benner (B) YW: 1, 3*, 4, 27 B: 1, 2	* Student forms Quiz – due 3/7/24 by 12 NOON * Review QEP Group Clinical Activity - (contact group members and select a group leader and begin) Complete QEP consent form - due 3/8/24 Weekly Check for Understanding Quiz – Module 1
Census Date:	Module 2	YW: 2, 7	* Begin Leader Interviews process: Email leader interviewee the list of questions before your interview.

3/8/24	<ul style="list-style-type: none"> * Benner's Novice to Expert & Reflective Practice * Clinical Safety * Managing Self (Stress & Time) 	B: 2, 5	Weekly Check for Understanding Quiz – Module 2
Spring Break: 3/11/24- 3/15/24 Week 2: 3/18/24	Module 3 <ul style="list-style-type: none"> * Making Decisions & Solving Problems 	YW: 15	<ul style="list-style-type: none"> * Student Introductions – due 3/8/24 * Syllabus Quiz - due 3/8/24 * APA Quiz – due 3/8/24 * Clinical Expectations Quiz – due 3/8/24 * DQ: Animal Personality Assessment & Review Top 5 Strengths – 3/8/24
	Module 4 <ul style="list-style-type: none"> * Power, Politics, & Influence * Collective Action 	YW: 9, 14 B: 14	Weekly Check for Understanding Quiz – Module 4
Exam 1	Exam 1 (Module 1 - 4)	Open: 3/5/24 Close: 3/19/24	Check for Understanding Quizzes – Module 1, 2, 3, 4 due by 3/19/24 Review Exam 1 Blueprint and Instructions Exam 1 due – 3/19/24 in Canvas
Week 3: 3/25/24	Module 5 <ul style="list-style-type: none"> * Impact of Technology * Managing Quality and Risk 	YW: 16, 23 B: 7, 9	<ul style="list-style-type: none"> * Clinical Activity – Leadership Interviews - due 3/29/24 <p>Note: Interview in person or via zoom only. Email questions ahead of time so interviewees have time to prepare.</p>
	Module 6 <ul style="list-style-type: none"> * Staffing & Scheduling 	YW: 3*, 13	Weekly Check for Understanding Quiz – Module 6
	Module 7 <ul style="list-style-type: none"> * The Strategic Planning Process 	YW: 30	Weekly Check for Understanding Quiz – Module 7
Week 4: 4/1/24	Module 8 <ul style="list-style-type: none"> * Leading Change * Building Effective Teams 	YW: 18, 19 B: 10	<ul style="list-style-type: none"> * DQ: Building Teams due 4/5/24 * <i>Midterm Evaluation survey</i> due 4/5/24 (optional)
	Module 9 <ul style="list-style-type: none"> * Selecting, Developing & Evaluating Staff 	YW: 21 B: 13	Weekly Check for Understanding Quiz – Module 9
Exam 2	Exam 2 (Modules 5 – 9)	Open: 4/2/24 Close: 4/9/24	Check for Understanding Quizzes – Module 6, 7, 8, 9 due by 4/9/24 Review Exam 2 Blueprint and Instructions Exam 2 due – 4/9/24 in Canvas
	Module 10	YW: 3*, 22, 17	* GROUP Clinical Activity – Patient Safety & Quality scenario & debriefing - due 4/12/24

Week 5: 4/8/24 Last day to withdraw: 4/8/24	* Person-Centered Care * Delegating: Authority, Accountability, & Responsibility Module 11 * Communication & Conflict; * Managing Personal & Personnel Problems Module 12 * Translating Research into Practice * Role Transition & Thriving for the Future	 YW: 3*, 8, 25 B: 11	* DQ: Communication & Conflict due 4/12/24 Weekly Check for Understanding Quiz – Module 10 Weekly Check for Understanding Quiz – Module 11 Weekly Check for Understanding Quiz – Module 12
Week 6: 4/15/24	Final course assignments and Exam 3 prep		* Clinical Activity – Delegation/Staff Teaching due 4/19/24
Week 7: 4/22/24 Exam 3	Exam 3 (Modules 10 – 12)	Open: 4/16/24 Close: 4/23/24	Check for Understanding Quizzes – Module 10, 11, 12 due by 4/23/24 Review Exam 3 Blueprint and Instructions Exam 3 due – 4/23/24 in Canvas * Clinical Self Evaluation (with student comments on each section) due 4/24/24 (Wednesday)

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Required to turn in assignments via Word, Excel, or PowerPoint as instructed. Students must include full name and date on all assignments turned in. If there is an associated template, use these to record your work. Do NOT alter the template format in any way. All assignments must be typed. No written work will be accepted.

Internet Instructions: Course modules are online in Canvas (see course calendar). UT Tyler online canvas courses use Java, JavaScript, browser plug-ins, helper application and cookies. Canvas works best using Chrome or Firefox browser. It is essential that you have these elements installed and enabled in your web browser for optimal viewing of the content and functions of your online course content. Lecture videos are optimally viewed in high definition.

- Adobe Reader allows you to view, save, and print Portable Document Format (PDF) files. <http://get.adobe.com/reader/>
- Java Runtime Environment (JRE) allows you to use interactive tools on the web. <http://www.java.com/en/download/>
- QuickTime allows users to play back audio and video files. <http://www.apple.com/quicktime/download/>

UT Tyler School of Nursing Justice, Equity, Diversity and Inclusion Statement

The University of Texas at Tyler School of Nursing aspires to create, foster, and sustain a culture of justice, equity, diversity, and inclusion irrespective of one's identity. We value and embrace all backgrounds, experiences, and identities, realizing that no one group, person or perspective has all the answers. We are richer when our individual skills, knowledge, experiences, cultures, backgrounds, and identities are combined in an accepting community. We strive to ensure that every individual gets a fair and equal chance to participate and thrive in a nurturing environment where all feel a sense of belonging. We are committed to intentionally and deliberately creating a diverse community that instills a sense of equitable justice and belonging for everyone affiliated with our school.

School of Nursing Policies and Additional Information:

https://www.uttyler.edu/nursing/college/student_guide_and_policies.php

Student Resources and University Policies are provided in Canvas.

Technical resources: Laptops/electronic devices are required for testing with ATI. Notebooks and tablets are not compatible for ATI Products.

Artificial Intelligence in course work: Refer to the UT Website for more details @ uttyler.edu - digital learning AI.