I. LOCATOR INFORMATION
Course: NURS 411 Nursing Leadership Perspectives and Trends in Contemporary Nursing Practice
Course credits: Three (3) Lecture Credit Hours
Pre-requisites: NURS 300
Semester: Online
Instructor: Office:
Office Hours:
Office Phone:
E-mail Address:

FSU Policy on Electronic Mail: Fayetteville State University provides to each student, free of charge, an electronic mail account (username@uncfsu.edu) that is easily accessible via the Internet. The university has established FSU email as the primary mode of correspondence between university officials and enrolled students. Inquiries and requests from students pertaining to academic records, grades, bills, financial aid, and other matters of confidential nature must be submitted via FSU email. Inquiries or requests from personal email accounts are not assured a response. The university maintains open-use computer laboratories throughout the campus that can be used to access electronic mail.

Rules and regulations governing the use of FSU email may be found at
http://www.uncfsu.edu/policy/general/FSUE-mailFINAL.pdf

Academic Dishonesty: All acts of academic dishonesty will be addressed in accordance with the University’s policies and procedures. The actions outlined in the Fayetteville State University Student Handbook under Disciplinary System and Procedures will be followed for incidents of academic dishonesty. The handbook may be obtained from the Office of Student Affairs located in the Collins Administration Building. Additional information may be found at
http://catalog.uncfsu.edu/ug/academicregulations/dishonesty.htm

II. COURSE DESCRIPTION
This course is designed to analyze the role of the professional nurse as a leader in the profession and health care delivery. The course will focus on nursing leaders as vanguards of the profession and the role of the nurse leader in health care delivery. Advanced theoretical concepts will be examined using the nursing process as a framework. 
Prerequisite: NURS 300

III. DISABLED STUDENT SERVICES
In accordance with Section 504 of the 1973 Rehabilitation Act and the Americans with Disabilities Act (ACA) of 1990, if you have a disability or think you have a disability to please contact the Center for Personal Development in the Spaulding Building, Room 155 (1st Floor); 910-672-1203.

IV. Title IX – Sexual Misconduct
Fayetteville State University (University) is committed to fostering a safe campus environment where sexual misconduct — including sexual harassment, domestic and dating violence, sexual assault, and stalking - is unacceptable and is not tolerated. The University encourages students who may have experienced sexual misconduct to speak with someone at the University so that the University can provide the support that is needed and respond appropriately. The Sexual Misconduct policy can be found at the following link: http://www.uncfsu.edu/Documents/Policy/students/SexualMisconduct.pdf

Consulting with a Health Care Professional - A student who wishes to confidentially speak about an incident of sexual misconduct should contact either of the following individuals who are required to maintain confidentiality:

Ms. Pamela C. Fisher
Licensed Professional Counselor
Spaulding Building, Room 165
(910) 672-387
psmith@uncfsu.edu

Ms. Linda Melvin
Director, Student Health Services
Spaulding Building, Room 121
(910) 672-1454
lme10@uncfsu.edu

Reporting an Incident of Sexual Misconduct - The University encourages students to report incidents of sexual misconduct. A student who wishes to report sexual misconduct or has questions about University policies and procedures regarding sexual misconduct should contact the following individual:

Ms. Victoria Ratliff
Deputy Title IX Coordinator for Students
Spaulding Building, Room 155
(910) 672-1222
vratliff@uncfsu.edu

Unlike the Licensed Professional Counselor or the Director of Student Health Services, the Deputy Title IX Coordinator is legally obligated to investigate reports of sexual misconduct, and therefore cannot guarantee confidentiality, but a request for confidentiality will be considered and respected to the extent possible.

Students are also encouraged to report incidents of sexual misconduct to the University’s Police and Public Safety Department at (910) 672-1911.

V. TEXTBOOKS

VI. COURSE OBJECTIVES
Upon completion of the course, the student should be able to:
1. Describe the role of nurse leaders in today's health care environment.
2. Discuss the role of professional nursing organizations.
3. Describe the importance of political awareness of nurse leaders.
4. Differentiate between management and leadership roles of the professional nurse in health care delivery.
5. Differentiate between management functions of planning, organizing, staffing, directing, and controlling.
6. Differentiate between "power" and "empowerment."
7. Evaluate the integration of the essential values according to American Association of Colleges of Nursing.
8. Apply the concepts of change process in a simulated situation.
9. Identify attitudes and behaviors that indicate responsibility and accountability as a leader in professional nursing practice and health care delivery.
10. Synthesize nursing and general education knowledge as applied to leadership and management styles.
11. Develop an understanding of your own leadership style.

VII. EVALUATION CRITERIA
A. Grade Distribution/Assignment
   Discussion Questions/Participation 50%
   Final Exam 20%
   Delegation Case Study Paper
   OR 20%
   Chapter 20 Exam
   Change Process Learning Exercise-Group Project 10%

B. Grading Scale
<table>
<thead>
<tr>
<th>Grade Percentage</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>F</th>
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<tbody>
<tr>
<td>Grade</td>
<td>93-100</td>
<td>85-92</td>
<td>78-84</td>
<td>70-77</td>
<td>&lt;69</td>
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   Please note that the cumulative percentage will be rounded to the nearest integer by using the symmetric arithmetic rounding. For example, if your final grade is 82.5%, it will be rounded up to 83%. On the other hand, if you have 82.4%, it will be rounded down to 82%.

C. Grading Rubrics/Criteria
   Assignments will be evaluated using the grading rubrics/criteria posted in the Course Documents section on Blackboard (Bb).

D. Late Assignments Policy
   Assignments more than 2 days late will not be accepted.
   Assignments submitted late (within 2 days of the due date) receive a 10% deduction for each day they are late.

   Discussion Board posts posted after the due date will not be accepted.
   Examinations completed after the due date will not be accepted.
## VIII. COURSE OUTLINE

<table>
<thead>
<tr>
<th>Class</th>
<th>Course Objectives</th>
<th>Content</th>
<th>Required Readings</th>
<th>Assignments/Due Dates</th>
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</thead>
<tbody>
<tr>
<td>W 1</td>
<td>Describe the role of nurse leaders in today’s health care environment. Develop an understanding of your own leadership style. Synthesize nursing and general education knowledge as applied to leadership and management styles.</td>
<td>Decision Making Problem Solving Developing Leadership Skills Leadership Theories Leadership Styles</td>
<td>Chapters 1-3</td>
<td>1) Check – In Note: Post a “hi, I'm here” message, just to let us know when you have arrived and who is joining this forum. In your message verify that you have accessed the syllabus and you have an active unencumbered RN license. Due: TBD Post: Discussion Board in the Check-In thread 2) Personal Introduction: One way we get to know one another in the online medium is to introduce ourselves not just with our credentials, but also with a greeting. To that end, I have posted my personal introduction on the Discussion Board in the Introduction thread. After reading my personal introduction, post your own personal introduction. Due: TBD Post: Chat Room in the Introduction thread 3) Syllabus Quiz: Complete the non-graded course syllabus quiz located in the Assignment section. You must receive a 100% and may retake as many times as needed to receive a 100%. Due: TBD Post: Assignment section 4) Discussion Question &amp; Participation (10pts) Complete the Leadership...</td>
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<tr>
<td>W 2</td>
<td>Differentiate between management functions of planning, organizing, staffing, directing, and controlling.</td>
<td>Strategic Planning</td>
<td>Chapters 7-10</td>
<td>Discussion Question &amp; Participation (10pts)</td>
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<td>Planned Change</td>
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<td>Discuss strategic planning as a management process. Are you aware of your organization’s strategic plan? Are nurse leaders involved in the planning process? Discuss how fiscal planning and strategic planning are related. Does your organization’s plan drive the budget or vice versa?</td>
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<td>Time Management</td>
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<td>Post a comment to a classmate’s post. Due: TBD Post: Discussion Board in</td>
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<td></td>
<td>Fiscal Planning</td>
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Development Test – One- “What is your leadership style?” The assessment (test) is located on the Nursing Foundation Web Site at: http://www.nursingleadership.org.uk/test1.php

Discuss the results of the assessment.

Does the assessment accurately reflect your leadership style? Why or why not?

Support your response with specific examples from your work related experiences.

Post a comment to a classmate’s post. Due: TBD Post: Discussion Board in the W1 Discussion Question thread.
<table>
<thead>
<tr>
<th><strong>W 3</strong></th>
<th>Identify attitudes and behaviors that indicate responsibility and accountability as a leader in professional nursing practice and health care delivery. Evaluate the integration of the essential values according to American Association of Colleges of Nursing.</th>
<th>Ethical Issues</th>
<th>Chapters 4 &amp; 6</th>
<th>Discussion Question &amp; Participation (10pts)</th>
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<tr>
<td><strong>W 4</strong></td>
<td>Differentiate between “power” and “empowerment.” Apply the concepts of change process in a simulated situation.</td>
<td>Organizational Structure Organizational, Political, and Personal Power</td>
<td>Chapters 12 &amp; 13 Learning Exercises: 8.6, 8.7, 8.8, &amp; 8.10</td>
<td>Change Process- Group Project (10pts)</td>
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**Due:** TBD
<table>
<thead>
<tr>
<th>Week</th>
<th>Task</th>
<th>Reading</th>
<th>Assignment Details</th>
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<tr>
<td>W 5</td>
<td>Differentiate between management functions of planning, organizing, staffing, directing, and controlling.</td>
<td>Chapters 14-18</td>
<td>Discuss the functions of planning, organizing, staffing, directing, and controlling. Reflect on this week’s reading and share your thoughts concerning productive ways to create a climate that supports employee motivation. Incorporate both intrinsic and extrinsic rewards. Post a comment to one of your classmate’s post. Due: TBD Post: Discussion Board in the W 5 Discussion Question thread.</td>
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<tr>
<td>W 6</td>
<td>Identify attitudes and behaviors that indicate responsibility and accountability as a leader in professional nursing practice and health care delivery. Synthesize nursing and general education knowledge as applied to leadership and management styles.</td>
<td>Chapters 19-21 Case Study: Delegation</td>
<td>You must select one of the following assignments: 1) Delegation Case Study Paper (20%) The grading rubric and assignment details are posted in the Course Document section. You must complete the “self-evaluation” section of the rubric and attach the grading rubric when you submit your paper. Due: TBD Post: Assignment section OR 2) Chapter 20 Exam Details concerning the exam are posted in the Assignment Section Due: TBD Post: Assignment section NOTE: You are to only complete one (1) of the two (2) assignment options</td>
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NURS 411

IX. COURSE ASSIGNMENTS

A. Discussion Questions/Participation (50%) Due: To be completed following the directions in the Bb classroom. (Weeks 1,2,3,5 & 7)

You must post a substantive response to each of the required questions. A substantive response is constructive and demonstrates your understanding of the topic and adds value to the weekly discussions. Substantive responses should be at least 150 words in length. Rarely should each require more than 200 words. Your responses need to reflect critical thought and demonstrate an understanding of the relevant concepts. All factual knowledge must be supported with appropriate citation of source. Grading criteria/rubric is posted in the Course Documents section on Bb.

Response(s) to the questions must be posted by 11:59 PM EST on or before the due date on the Discussion Board section in the appropriate Discussion Question thread as stated in the Course Outline.

Discussion Questions and participation responses posted late and/or in the wrong thread will not be accepted. It is the responsibility of the student to post
Participation in the classroom discussion is required. In addition to posting your responses to the discussion questions, you must post a substantive comment to at least one of your classmate’s posts. This post may be made anytime during the week, but must be made prior to the close of the week. Posts made after the close of the week will not be accepted for credit.

B. Change Process Learning Exercise Group Project (10%)

The purpose of this group project is to work collaboratively to apply the concepts of the change process in a simulated situation. Group members are to work collaboratively to complete the assignment for the Learning Exercise assigned to their group. All group members are to provide input to each of the components of the assignment. If you experience difficulties working with members of your group, you are expected to resolve them within the group if possible. However, please feel free to contact me for guidance if you have concerns in this area. Because group projects are outcome-based, all members of your group will generally earn the same grade for the project. However, I reserve the right to report different grades for different group members if I see a substantial imbalance in individual contribution.

Detailed assignment requirements and grading criteria/rubric are posted in the Course Documents section on Bb. Learning Exercises are located in the textbook (Marquis, B.L. and Huston, C.L. (2015) pgs. 177-179)

One member of the group will post a collective response that represents the consensus of the group.

The subject line of the Discussion Post must include the group number and Learning Exercise number. The body of the post must include a list of the names of all group members.

In addition to the group posting, each member of the group must post a response to another group’s posting.

Every member of the group must complete an evaluation form assessing the work of the group and a self-evaluation. The evaluation form is located in the Course Document section. The completed evaluation form must be posted in the Assignment section using the following document naming convention:

lastname NUR 411Change Process Learning Exercise Evaluation.doc

C. Select one of the following assignments: You may only complete one (1) of the two (2) assignment options for Week 6.

a) Delegation Case Study Paper (20%)
As a BSN student it is important that you be knowledgeable of the concepts and principles of delegation. Complete a literature review of the concept and practice of delegation. The review of the literature must include definitions and principles of delegation, effective and ineffective delegation practices, legal and ethical aspects of delegation to both licensed and unlicensed assistive personnel, accountability, and patient safety.

Read the Delegation Case Study posted in the Course Document section. Write a scholarly response to each of the discussion topics concerning the case study.

Your responses must reflect scholarly writing and adhere to APA formatting.

Content of the paper (not including title or reference pages) must be between 3-4 pages.

The grading rubric is posted in the Course Document section. You must complete the "self-evaluation" section of the rubric and attach the grading rubric when you submit your paper.

All papers must be posted as a Word file (doc. or docx.) document. The document file name must include your name, course number, and the assignment name.

Papers must be posted using the following document naming convention:

lastname NUR 411Delegation Case Study.doc

b) Chapter 20 Exam (20%)
The exam is a 20 question multiple choice test that assesses your understanding of the delegation practices and concepts discussed in Chapter 20 of your textbook. Each question is worth 1 point for a total of 20 points.

You will have 50 minutes to complete the exam. You will have one attempt to complete and submit the exam. Once you start the exam you must complete it in one sitting.

You may use your textbook and class notes...you may not use any other resources.

If your decision is to take the Chapter 20 Delegation Exam click on the link in the Assignment Section and complete the exam. Once you open the exam you must complete it in 50 minutes.

The exam will be available on TBD at 12:01 AM (EST) until TBD 11:59 PM (EST).
Remember once you start the exam you must complete it in one sitting.

Only click on the link and open the exam if you want to complete the exam. You may not "preview" the exam.

D. Comprehensive Final Exam (20%)

The final exam is comprehensive. You will have 100 minutes to complete the 50-question, multiple-choice exam. Although some questions may seem as if they have more than one correct answer, there is only one BEST answer.

Before you start the exam -- read the book, study the key points in your text, and review the weekly PowerPoint overviews.

You may use your textbook, overviews, and class notes, however; you may not use any other resources (friends, classmates, family, web, etc.).

Have everything ready at a reliable computer - then take the exam.

The exam will be available TBD at 12:01AM until TBD at 11:59PM.

X: TEACHING STRATEGIES

- Asynchronous discussion
- Questioning techniques
- Individual assignments
- Group assignments
- Instructor feedback/evaluation
- Audio-visual aids