CASE WESTERN RESERVE UNIVERSITY
FRANCES PAYNE BOLTON SCHOOL OF NURSING

SYLLABUS
Spring 2024

COURSE NUMBER: NURS 341

COURSE TITLE: Concepts of Leadership and Management in Nursing Practice

COURSE DESCRIPTION: This course will focus on basic concepts related to leadership and management in the provision of nursing care. Students will examine management processes, leadership theory, and related competencies for individual clinical practice. An emphasis will be placed on professionalism, professional identity, equity, inclusion in care, and emotional intelligence. Internal environmental factors and external influences that impact nursing management will be analyzed.

CREDIT/CLOCK HOURS:

	Total	Theory/Classroom	Clinical	Lab
Credit hours:	3.0	3.0	0	0
Clock hours:	42.0	42.0	0	0

PRE-REQUISITES: NURS 315, NURS 316, NURS 338, NURS 339
CO-REQUISITES: None

FACULTY/ COURSE COORDINATOR:
       Anne Margaret Kolenic, DNP, APRN, AOCNS
       Part-Time Lecturer
       Cell Phone: 440-781-0273
       Email: amk174@case.edu
       Office Hours: by appointment

CLASS DAYS/TIME: January 16th, 2024-January 25th, 2024 (days/times according to schedule)
COURSE OBJECTIVES:

Upon successful completion of this course, the student will be able to:
1. Relate research to leadership in clinical nursing practice and management teams within healthcare settings.
2. Explain the impact of management processes on decision making and resource control in patient areas.
3. Analyze influences, both internal and external, to healthcare organizations that impact patient care delivery.
4. Describe scopes of practice for health care team roles providing patient care.

5. Discuss the influence of team and organizational culture in the provision of quality, safe, and collaborative interprofessional care.

Clinical Objectives: There is no clinical component with this course.

Laboratory Objectives: There is no lab with this course.

Student Learning Outcomes:

https://case.edu/nursing/programs/bsn/bsn-student-learning-outcomes

- Exhibits leadership skills to optimize health care outcomes, influence health policy and advance the nursing profession.
- Collaborates with interprofessional teams fostering open communication and shared decision making to ensure safe, high quality and cost effective care.
- Integrates behaviors, values and the professional code that reflects the nursing profession.

Educational Support:

The course faculty is available to meet to discuss requests for academic accommodations after the student has registered with the Office of Accommodated Testing and Services (OATS, Sears 440). Accommodations cannot be provided retroactively.

In accordance with federal law, if you have a documented disability, you may be eligible to request accommodations from Disability Resources. In or to be considered for accommodation you must first register with the Disability Resources. Please contact their office to register at 216.368.5230 or get more information on how to begin the process. Accommodations cannot be provided retroactively.

Academic Integrity:
All students are expected to maintain academic integrity, including the avoidance of cheating and plagiarism. Students are required to adhere to all academic integrity policies as published in the School of Nursing Handbook and the 2022-2023 University General Bulletin website on Academic Integrity policies.

Violations of academic integrity will be addressed by the course faculty in accordance with the policies on academic integrity. Intellectual honesty is central to the academic experience at CWRU. Our **Academic Integrity Policy** prohibits submitting Artificial Intelligence (AI) generated text as one's own, just as it prohibits claiming authorship for text that was originally produced by another person.

Conceptual Framework:

Professional caregivers utilize productive and outcome oriented behaviors to function effectively in a rapidly changing healthcare environment. Leadership and management are evident in all nursing roles. The ability to manage patient care, participate in critical thinking, and become a reflective practitioner is essential for successful professional development. Through an understanding of leadership and management behaviors, the nurse is able to advance as a professional and promote evidence-based practice in all clinical settings.

Learning-Teaching Strategies:

Lecture, individual and group case studies, class discussion, group activities (including role play and presentations), panel discussions, and reflective writing assignments will be used in this course.
The key to a successful course is the active participation of all class members. It is expected that all students will come to all classes and have completed assignments before class. All student work is to be original with references cited appropriately.

Required Texts:

Joseph, M.L.& Huber, D. (2022) *Leadership and Nursing Care Management* (7th Edition). Elsevier. ISBN: 9780323697118
(Part of your Elsevier Bundle with the School of Nursing—no need to purchase separately)

Recommended Texts:

Fowler, M. (2015). *Guide to the code of ethics for nurses with interpretive statements* (2nd ed.). Siler Spring, MD: American Nurses Association.

Koloroutis, M. & Trout, M. (2012). *See me as a person: Creating therapeutic relationships with patients and their families*. MN: Creative Health Care Management.

Articles:

Inter-professional teams and other course topic articles are posted on Canvas

Content Outline:

Daily Course Outline posted on Canvas site

Evaluation Methods:

A variety of evaluation methods are utilized and are described in the syllabus.

Assignment	Due Date	Points (%)
PRE-COURSE: ASSIGNMENT – Leadership Reflection	1/12 (1159p)	5
Team Agreement	1/16 (5p)	5
Case Studies (5 points/case study)	1/18, 1/22 (in class)	10
Mini Case Studies (5 points/case study)	1/19, 1/23 (5p)	10
Conflict Resolution Reflection	1/19 (1159P)	5
Discussion Board/Article Review	1/22 (5P)	5
Poster Presentation	1/23 (1159P)	15
Leadership Interview (4 points for questions, 6 points for analysis)	1/19 (1159P), 1/24 (1159P)	10
Final Exam	1/25 (in class)	30
Team Evaluation Review	1/28 (1159P)	5
Elsevier Case Studies/Practice	N/A	0
Total		100

Attendance
Course and Grading Philosophy:

Students are expected to attend all classes and actively participate in class discussions and complete group activities as assigned. In this interactive intensive course, students will be called on to provide their insight and analysis results. Value added behaviors include:
- Asking / answering questions
- Responding to comments made by fellow students (including answering questions asked by a student)
- Constructively disagreeing with material presented in class (including textbook and journal information) or statements made by faculty or fellow students

All work submitted is assumed to be the expression of original ideas of the individual. All documents submitted must contain source acknowledgment as appropriate. Each student is responsible to be aware of the standard of documentation from the School of Nursing and University. (http://www.cwru.edu/provost/ugstudies/acintegrity.htm).

Grading Scheme:

Written assignments will be graded not only on content but upon presentation as well. Grammar, style, spelling, organization, neatness, and comprehensibility of papers/presentations are important for this course and your career. As the course progresses, your grade accumulates (it does not average). After each assignment is complete, the number of points that you received for that assignment will be added to your total. You are expected to turn in completed

assignments on the dates scheduled. Late assignments and reflections will result in a loss of grading points. Exceptions *may* be made only if the professor is notified in advance.

Course Grading Scale:

A=100-90
B=89.99-80
C=79.99-70
D=69.99-60
F = below 60

> **No** extra credit will be offered during this course. Grades will be calculated **without** a rounding factor. **One point** will be deducted **per day** for each day an assignment is late.
> **Five (5) points** will be deducted per day for each day of absence from class. Faculty must be notified of any absence as early as possible. Instances of absence will be managed on a case by case basis.

The grade for the course will be based on the following:

1) Pre-Course Reflection Assignment: 5% - Focusing on the topic of Leadership, craft a brief narrative (maximum of 2 pages) on what you understand the characteristics of a leader are. Content could include; productive/positive or unproductive/negative characteristics of leaders, a leader/manager/authority figure you admire(d) who may have supported you or led to a turning point in your growth and development. Discuss what attributes attracted them to you and encouraged you to do your best. Also include what leadership characteristics you feel you possess and identify what characteristics you feel you need to learn more about or enhance as you progress in your professional career. Please submit your Leadership Assignment to Canvas **no later than Friday, January 12th, 2024 – 1159pm**.

2) Team Agreement and Evaluation Review: 10% - Each team will complete a Team Agreement on the first day of class. The Team Agreement form is on Canvas and the **completed form is due on Tuesday, January 16th, 2024 – 5pm** (5%). At the end of the course, each student will individually complete a review of the team process they experienced during the week. An evaluation form for the review of the team process will be posted on Canvas by the end of the course. The Team Evaluation Review is **due on Sunday, January 28th, 2024– 1159pm** (5%).

3) Case Studies: 10% - The class will be divided into teams and cases studies will be assigned. Each team will be responsible for discussing the case and summarizing for the class. Each member of the team will receive the same grade. Each team may decide how they will present. There will be two case study/article presentations/on-line activities worth 5 points each. The *case presentations will be due on 1/18/24 and 1/22/24.* Time will be given during class to work on the case studies. Groups will be graded using the following criteria:
   a. Identification of key issues (2 points)
   b. Exploration of multiple alternatives (2 points)
   c. Rationale for selection of recommendation (1 point)

4) Mini Case Studies: 10% - Two case study assignments will be given during the course. This activity involves reviewing a case study and answering questions related to the case. The work is an individual written assignment. Time will be provided in class to complete the case study answer sheet. Referencing class materials is permitted. **Mini Case Study #1 is scheduled on Thursday, January 19th, 2024** and **Mini Case Study #2 is scheduled for Tuesday, January 23rd, 2024**.

5) Conflict Resolution Reflection: 5% - After the Conflict Resolution discussion (1/17), students will write a brief, but substantive, reflection on the lecture/discussion to include an applicable clinical practice experience related to the topic of conflict. The reflection will identify an important issue learned during the class, a question that remains unanswered, and how your new knowledge of conflict management may impact your approach to conflict differently in the future. **Please post reflection on Canvas by January 19th, 2024 (1159pm).**

6) Discussion Board: 5% - Each team will be provided with a journal article. After reading the article, each team member will post their *individual* assessment/review of the article on the Canvas discussion board by **January 22nd, 2024 (5pm).** Then as a *team*, you will **present the article to the class on January 23rd, 2024 (in class)**. A maximum of 10 minutes will be allotted per team to present/discuss their article in class.

7) Team Presentation - Posters: 15% - Each team will choose a topic relevant to the current health care environment from the provided list on Canvas (first come, first serve). The team will research and produce a poster that explores the assigned topic/concept. The team will *review their topic with faculty no later than January 18th for guidance*. Team members will **submit their work by January 23rd (1159pm) on Canvas**. Each team will decide which team member will be responsible for the individual assignments (content outline, literature review, concept map, ethical issues, and presentation). Each team will submit the final outline with references to the faculty prior to the presentation. Posters will be presented in class on **January 24th and 25th, 2024**. A maximum of twenty (20) minutes will be allotted per team to present their poster during class. Some time will be provided during the week for preparation. Teams should also plan to work on the poster presentation outside of class. The **completed poster must be submitted on Canvas no later than January 23rd, (1159pm)**. This assignment will be discussed in detail on day one of class.

8) Leadership Interview: 10% - There will be an opportunity to interview a nurse leader during class time on **Wednesday, January 24th, 2024,** at which time the leader will share his/her leadership journey. Prior to the interview each team of students will submit behavioral based questions on assigned concepts appropriate to ask the leader during class. The questions will focus on several of the management/leadership concepts discussed in class and must be **submitted by January 19th, by 1159pm (4 points).** These questions can be submitted earlier for feedback before grading. (See Leadership

Interview Assignment Guide). Each team poses their questions to the leader during the interview and completes a written assignment sharing information learned related to the concepts of management and leadership during the interview session. The goal of this activity is to observe and analyze the concepts presented in this course by the nurse leader. After the interview each team will analyze the nurse leader's responses to their questions and how the responses aligned with the assigned concept. The Interview Analysis worksheet will be completed by the team and **submitted to Canvas by January 24th, 2024, by 1159pm (6 points).** This activity will be discussed in detail on the first day of class. All documents related to this activity will be posted on Canvas and are listed on the Daily Course Outline by the due dates.

9) Final Exam: 30% - A final exam will be **given on January 25th, 2024 during class time**. The final exam will be a combination of case studies, multiple choice, and/or short answer questions. May be completed in a team/group format (to be discussed in class on first day).

Copyright Infringement Notification:
Course lectures and materials, including power point presentations, tests, outlines, case studies, and similar materials, are protected by copyright. The course instructor and/or publisher are the exclusive owners of copyright of those materials. Students enrolled in the course may take notes and make copies of course materials for their own use. Neither the student, nor any other individual, may reproduce or distribute lecture notes and course materials publicly, regardless of whether or not a fee is charged, without the instructor's express written consent. This prohibition includes distribution to other Case Western Reserve University students, as well as websites such as Course Hero, etc. Any violation may result in a copyright infringement filing, as well as a report to the Office of Academic Affairs.

Computer and Cell Phone Policy:
Computer use during class is for note taking and in-class assignments. Please silence cell phones and other electronic devices during class time. If there is some special circumstance requiring you to be contacted by cell phone during a specific class, please inform the instructor prior to class.

Daily Course Content/Outline:
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