

## WEBSTER UNIVERSITY NURSING DEPARTMENT

### NURS 4240 Nursing Leadership and Management Fall I 2009

**Instructor:** Robert J. (Bob) Spaniol, PhD, RN, MBA  
**Office:** 2330 Shawnee Mission Parkway, Suite 311  
**Office Hours:** By appointment  
**Class:** Tuesday, 5 – 9 PM  
**Credits:** 4 credits  
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#### **Course Description:**

This course explores the theoretical foundation of nursing leadership and management and the role of nurse leader/manager in complex organizational systems. Planning for quality care and patient safety is emphasized. Effective skills of nurse leaders/managers are analyzed with a focus on interprofessional healthcare team interactions. Fiscal, legal, and regulatory processes are explored. Current issues and trends in management/leadership and healthcare are addressed.

**Prerequisites:** NURS 3270, 3400, 3410

#### **Learning Outcomes:**

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

1. Apply leadership/management theories and research to practice.
2. Utilize organizational, change, and systems theory in the provision of quality care and patient safety initiatives.
3. Demonstrate effective communication and negotiation skills within the context of the interprofessional healthcare team.
4. Use research and evidence in leadership/management decision making.
5. Discuss the role of the nurse leader/manager in fiscal planning.
6. Explore legal and regulatory processes and their effect on nursing practice, quality care, and patient safety.
7. Analyze ethical issues in nursing leadership/management practice.
8. Discuss current issues and trends in nursing leadership/management and healthcare.

#### **Textbook:**

Marquis, B., & Huston, C. (2009). *Leadership roles and management functions in nursing: Theory and application* (6th ed.). Philadelphia: Lippincott Williams & Wilkins.

Other readings as assigned; E-reserves

**Essential Course Content:**

Leadership & management theories and strategies  
Nursing theories  
Nursing research  
Evidenced based practice  
Systems theory  
Change theory  
Organizational theory  
Organizational structure, mission, vision  
Quality  
Safety  
Outcome measures  
Group dynamics  
Conflict  
Negotiation  
Delegation  
Power  
Oral and written communication  
Finances and health care  
Legal and regulatory processes  
Leadership skills and competencies  
Mentoring  
Problem solving/decision making  
Ethics

**Learning Activities:**

Lecture, small group discussions and assignments, case studies, journal groups

**Clinical experience:**

Students participate in a 16 hour observational leadership/management experience. This experience allows the student the opportunity to observe and analyze the application of leadership principles. Students do not engage in any patient care activities or in any direct nursing management activities. Students can complete clinical hours at their places of employment outside of work hours.

**Course Assignments/Requirements:**

Participation

Journal Group Abstracts

Leadership paper: Paper examines literature about an essential course content area, including current nursing research on the topic.

Clinical Experiences: Goals and Log

## Evaluation:

Participation	25 pts.
Journal Group Abstracts	25 pts
Leadership Paper	50 pts
Clinical experiences	Satisfactory/Unsatisfactory
Personal Goals	
Clinical Experience Log	

Students must receive a grade of “Satisfactory” in the clinical portion of the course in order to pass the course. Unsatisfactory completion of the clinical component of the course results in automatic failure of the course.

## Grading Scale:

A	95-100
A-	93-94
B+	91-92
B	87-90
B-	85-86
C+	83-84
C	77-82
D	70-76
F	69 and below

## University Policies:

### Academic Honesty

The university is committed to high standards of academic honesty. Students will be held responsible for violations of these standards. Please refer to the university’s academic honesty policies for a definition of academic dishonesty and potential disciplinary actions associated with it. These policies can be found online at: <http://www.webster.edu/graduatecatalog/policies.shtml>

### Drops and Withdrawals

Please be aware that, should you choose to drop or withdraw from this course, the date on which you notify the university of your decision will determine the amount of tuition refund you receive. Please refer to the university policies on drops and withdrawals (published elsewhere) to find out what the deadlines are for dropping a course with a full refund and for withdrawing from a course with a partial refund. These policies can be found online at: <http://www.webster.edu/graduatecatalog/policies.shtml>

### Special Services

If you are registered as a student with a documented disability and are entitled to classroom or testing accommodations, it is your responsibility to **inform the instructor at the beginning of the course of the accommodations you will require** in this class so that these can be provided. If you have a disability that may have some impact on your work in this class and for which you may require accommodations please contact the Academic Resource Center.

### Disturbances

Every student is entitled to full participation in class without interruption, all students are

expected participate in all in class and online course activities. Disruption of the learning process or inconsiderate behavior, on line or in class, is not acceptable. Students are expected to treat the instructor and other students with dignity and respect, especially in cases where a diversity of opinion arises. Students who engage in disruptive behavior are subject to disciplinary action, including removal from the course.

### Sample Weekly Calendar

Week	Topic	Learner Activities
<b>I</b>	Introduction to Course Clinical/Mentorship Planning Theoretical Foundations of Leadership & Mgmt in Nursing	Marquis & Huston, Ch. 2
<b>II</b>	Theoretical foundations, cont. Organizational Structure; Decision Making; Planning; Time Management Clinical Experience Planning Leadership Paper Guidelines	M & H Ch.1, 2, 7, 9 <b>Clinical Personal Goals Due</b>
<b>III</b>	Safety and Quality Management	M & H Ch. 23
<b>IV</b>	Communication; Power Clinical Experiences Update	M & H Ch. 13, 19
<b>V</b>	Principles of Change Directing, Staffing & Organizing Patient Care	M & H Ch. 8, 14, 17 <b>Journal Groups</b>
<b>VI</b>	Teams and group dynamics; Managing Conflict; Negotiation skills	M & H Ch. 19, 21
<b>VII</b>	Legal, Regulatory, Ethical and Social Issues in Nursing	M & H Ch.4, 5
<b>VIII</b>	Future Directions in Nursing Leadership/Management	M & H Ch. 3 Orally Share Summaries of Papers Leadership paper due Clinical experience assignment due Course Evaluation

Syllabus is subject to change. Additional readings as assigned.