I. **Catalog Course Description:** Integration and application of theories, principles and practices of nursing leadership and management into contemporary practice settings.

II. **Course Objectives:** At the end of this course, students will:
1. Communicate effectively within complex health care organizations to optimize patient care. (Communication)
2. Evaluate factors contributing to sound clinical decision-making in nursing leadership situations. (Critical Thinking).
3. Synthesize data and pertinent information to support evidence-based nursing practice. (Evidence-based Practice).
4. Analyze major variables influencing leadership in health organizations and professional nursing practice environments. (Health Promotion and Risk Reduction, Global and Cultural Competence, Ethical Practice)
5. Examine the coordination of patient care management across healthcare sectors. (Illness and Disease Management, Global & Cultural Competence)
6. Apply concepts of quality and safety using structure, process, and outcomes measures to identify clinical questions and describe the process of changing current practice in nursing care delivery systems within a healthcare organization. (Nursing Therapeutics)
7. Synthesize a personal nursing leadership philosophy based on theory and research. (Professional Leadership)

III. **Additional Course Detail:** [at faculty discretion]

IV. **Prerequisites:** NUR 355 and NUR 340 and NUR 336 and NUR 400

V. **Co-requisites:** NUR 455 concurrently

VI. **Standards Documents:** The curriculum is guided by the following documents:

[http://www.aacn.nche.edu/education-resources/BaccEssentials08.pdf](http://www.aacn.nche.edu/education-resources/BaccEssentials08.pdf)


VII. Course Faculty:

Peggy Campbell, MSN, RN BC
Instructor
Office: W109A Owen Graduate Center
Phone: 517-214-3436
Email: peggy.campbell@hc.msu.edu
Office Hours: To be arranged to accommodate student schedules.

Dawn Frambes
Graduate Assistant
Office: C340D Bott Building
Phone: 517-432-5512
Email: dawn.frambes@hc.msu.edu
Office Hours: To be arranged to accommodate student schedules.

VIII. Instruction:

a. Methodology: Theoretical content is offered using a variety of methods, including but not limited to on-line learning modules, assigned readings from text and journal articles, a variety of writing assignments and asynchronous discussion forums facilitated by course faculty members. Students are expected to complete 45 hours of on-site clinical activities.

b. Writing Requirements: NUR 465 is a tier II writing course. The quality of your work is expected to be of a quality consistent with a senior level college student (i.e. more scholarly and rigorous than a freshman or sophomore level paper). College of Nursing Specific Tier II Writing Criteria can be found at: http://www.reg.msu.edu/Read/UCC/nur.pdf. All papers, unless otherwise noted in the lesson, are expected to follow APA format including the use of a title page, running head and page numbers, formatting of the body of the paper and reference citation, and a reference page. Expectations for the quality of work are available in the course pack, and papers will be graded using the rubrics provided. It is also expected that students shall submit content and work that is their own, and not that of someone else. Please see University policies on academic integrity.

c. Required Texts:


d. Optional Texts: none

IX. American Nurses Association Electronic Books (E-books)

IX. Other Required Resources, References, Supplies

Turning Technologies Responseware:
A video version of the walkthrough can be found here: http://bit.ly/1RVL4je

1. Using your MSU email account please create your Turning Technologies account at: https://account.turningtechnologies.com
2. Once account has been created and you are logged into your account click on the License link to purchase a software license.
3. Purchase a 1 – 4 year software license
4. Download the Turning Technologies Responseware app from either the Apple App Store or the Android Marketplace
5. When in class your instructor will supply you with a Session ID that will be used to answer the questions during class

Desire2Learn Helpline
1.800.500.1554 (24 hrs, 7 days/week)
517.355.2345 (24 hrs, 7 days/week)
www.d2l.msu.edu (D2L Help link in upper right corner)
http://help.d2l.msu.edu/
Always check with the Help Line first!
http://help.d2l.msu.edu/students/quick-start-guide

Frequently Called Telephone Numbers
Simulation Lab, Life Sciences; 355-5765 (with answering machine)
Media Lab (Andy Greger) Life Sciences, 353-9020
College of Nursing Office of Student Support Services C120 Bott Building 353-4827.
DMC – College of Osteopathic Medicine, 4707 St Antoine St, Detroit, MI 48201/517-884-9674.
X. Evaluation:

a) Learning Assessments and Grading:
   - Exams (three exams) 30% of grade
   - Written Assignments 30% of grade
   - Clinical Course Performance 40% of grade
   (A minimum score of 75% is necessary in each of the three areas in order to pass the course)

b) Exams are completed on line through D2L and are not proctored. Exams may consist of multiple choice, short answer, or essay questions. Exams will not be accessible either prior to or after the stated time period. Exams will typically be open from 0005 Tuesday AM (EST) to Thursday 2355, allowing three days to complete the two hour exam. Once an exam has been started, it must be finished in one sitting.

c) Written assignments include a variety of short papers and reflective journals related to clinical and course objectives. All assignments including pass/fail and percentage scored assignments must be submitted in order to complete the course. All indicator assignments must be completed with a passing score in order to pass the course. All original and revised versions of written work must be submitted through D2L at least three full business days before final course evaluations to be considered in the evaluation. Late assignments will be accepted only if prior arrangements have been made with course faculty. Late penalties up to a zero score may be assigned. Please see the course pack for individual assignment details.

d) Clinical course performance evaluation will be documented through use of the Clinical Performance Evaluation tool, participation in asynchronous discussion forums, a nursing leadership philosophy paper and two clinical journal entries. Please see the course pack for more details.

e) Course Grading Scale:
   - The standard College of Nursing grading scale will be utilized.

<table>
<thead>
<tr>
<th>%</th>
<th>GRADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>94-100 %</td>
<td>4.0</td>
</tr>
<tr>
<td>89-93.99%</td>
<td>3.5</td>
</tr>
<tr>
<td>84-88.99%</td>
<td>3.0</td>
</tr>
<tr>
<td>79-83.99%</td>
<td>2.5</td>
</tr>
<tr>
<td>75%-78.99%</td>
<td>2.0</td>
</tr>
<tr>
<td>70%-74.99</td>
<td>1.5</td>
</tr>
<tr>
<td>65%-69.99%</td>
<td>1.0</td>
</tr>
<tr>
<td>&lt;65%</td>
<td>0.0</td>
</tr>
</tbody>
</table>

CON does not round Course Grades. (eg. 93.9% = 93% = 3.5)

*For specific information regarding grading related to student progression through the curriculum, please reference the “Progression through the Major Policies” section of the Baccalaureate Student Handbook.
XII. Examinations

a. Tardiness: If a student is late, he/she will only be allowed the allotted time remaining to complete the exam.

b. Absences: Students must notify course faculty of any absence prior to the start of the exam.

c. Excused Absence: Absence from an exam may be excused for such reasons as a family death, serious family illness, court mandated appearance, and personal illness (requiring HCP documentation). Excused absence must have appropriate documentation in order to be excused. Course faculty will make the determination of whether an absence is excused if it meets the above criteria.

d. Unexcused Absence: No make-up exam will be scheduled. Student will receive a zero grade.

e. Make-up Exam (for excused absence only):
   a. Students must contact the faculty member to schedule the make-up examination. The exam must be made-up within 1 week of the original examination date; any extension beyond 1 week is at the discretion of faculty and would only occur in the event of extraordinary circumstances. Faculty will determine the date and time of the make-up exam.
   b. Make-up exams may differ from the original exam and include, for example, essay, short answer, matching, and true/false type questions.

f. Proctor process: See the BSN Student Handbook for the proctoring process.

XIII. Grief Policy:

The faculty and staff should be sensitive to and accommodate the bereavement process of a student who has lost a family member or who is experiencing emotional distress from a similar tragedy so that the student is not academically disadvantaged in his/her classes. It is the responsibility of the student to: a) notify the Associate Dean by completing the grief absence request form https://reg.msu.edu/StuForms/Stuinfo/GriefAbsenceForm.aspx, b) complete all missed work as determined by the instructor. It is the responsibility of the Associate Dean or designee to: a) determine with the student the expected period of absence – it is expected that some bereavement processes may be more extensive than others depending on individual circumstances, b) notify the faculty that the student will be absent, and c) receive verification of the authenticity of a grief absence request upon the student’s return. It is the responsibility of the instructor to work with the student to: a) make reasonable accommodations and b) to include appropriate language describing such accommodations in their course syllabus, so that the student is not penalized due to a verified grief absence. Students who believe their rights under this policy have been violated should contact the University Ombudsperson.

XIV. Honors Option: Describe H-Option available for the course
XV. Clinical Course Compliance Requirements

All Michigan State University College of Nursing (CON) Undergraduate Nursing Students are required to be in compliance with all health/immunization requirements, criminal background checks, BLS certification, blood borne pathogen training, HIPAA training, and any other agency specific requirement while in the nursing program (Refer to BSN Handbook for detailed policy and procedures).

Students will be considered out of compliance if a designated immunization or other item required to be submitted to the University Physician’s Office, Office of Student Support Services, ACEMAPP, or other agency is not updated by the designated deadline.

Students enrolled in clinical nursing courses who are out of compliance will receive a 1% reduction to the overall course grade which will be applied at the end of the semester for each item out of compliance during the course. If an item is not brought into compliance within 1 week an additional 1% reduction will be taken for each week the student is out of compliance.

Additionally, students enrolled in clinical courses who are identified as out of compliance will not be permitted to attend clinical until documentation has been submitted to the correct compliance monitoring office. Clinical absences that result from out of compliance status may affect the ability of the student to successfully meet clinical course objectives, which may result in course failure.

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Guidelines to Enhance Personal Safety

The following are recommendations to enhance personal safety when traveling to and from clinical experiences.

**Travel Using Public Transportation**
- Follow the recommended route when traveling by bus or subway.
- Know the directions to the clinical site prior to leaving home.
- Travel in groups, never alone.
- Have your clinical faculty member’s telephone number in your cell phone in case you become lost.
- Never carry a purse. Keep your money and keys in a small wallet that fits in your pocket.
- Always walk with one arm free.
- Walk with confidence. Use eye contact when looking at others.
- Do not openly display technology when traveling, e.g. laptops, I-Pads, MP3 player, or I-phones.
- Do not talk on your phone or text while walking. Do not have earbuds in use.
- Be aware of your surroundings; do not engage in excessive conversation.
- Avoid isolated areas.
- Trust your instincts. If you feel unsafe, leave the area. Call your instructor when it is safe to do so.
- Communicate any safety concerns to your clinical instructor or any faculty member immediately.

**Travel Using Personal Vehicle**
- Obtain directions to site prior to the first clinical day.
- Test drive your vehicle to the clinical site and calculate estimated travel time.
- Check with your clinical instructor about the availability for parking prior to deciding to drive.
- If street parking is the only option, park in view of the clinic site.
- Residents often save a parking spot by placing lawn chairs in front of their homes. Do not remove.
- Keep your doors locked at all times while in vehicle.
- Do not text or talk on your cell phone while driving, parking, and exiting your vehicle.
- Lock your car upon exiting. Lock valuables in your trunk prior to traveling to the clinical site. Never have valuables visible in your car.
- Do not carry a purse; keep money and valuables in a pocket.
- Do not exit the car if you feel unsafe. Find a different parking spot or call your instructor.
- When returning to your car, have keys in hand when leaving the clinical site.
- Do not drive down dead-end streets which makes turning around difficult.
- Do not drive down alleys with debris or glass which may cause flat tires.
- Do not drive down narrow streets which could restrict movement if you need to exit the vehicle.
XVI. Course Policies:

The College of Nursing expects that students will demonstrate professional behavior in all situations. Specific expectations for clinical and other professional venues can be found in the appropriate handbook. You are responsible for reviewing and acting in accordance with the policies and procedures found in the following sources, including the following topics: Professionalism, Academic Integrity, Accommodations for Students with Disabilities, Disruptive Behavior, Attendance, Compliance, and Progression.

- CON BSN Student Handbook: http://nursing.msu.edu/BSN%20Programs/Handbooks/default.htm
  - Includes Professional Development Guidelines
  - Students are responsible for the information found in the CON BSN Student Handbook.
- Information for MSU Students: http://www.msu.edu/current/index.html
- Academic Programs: http://www.reg.msu.edu/AcademicPrograms
- Code of Teaching Responsibility and Student Assessments and Final Grades: http://www.reg.msu.edu/AcademicPrograms/Print.asp?Section=514
- Integrity of Scholarship and Grades: http://www.reg.msu.edu/AcademicPrograms/Print.asp?Section=534

XVII. University & College Policies:

Academic integrity:

Article 2.3.3 of the Academic Freedom Report states that "The student shares with the faculty the responsibility for maintaining the integrity of scholarship, grades, and professional standards." In addition, the College adheres to the policies on academic honesty as specified in General Student Regulations 1.0, Protection of Scholarship and Grades; the all-University Policy on Integrity of Scholarship and Grades; and Ordinance 17.00, Examinations. (See Spartan Life: Student Handbook and Resource Guide http://splife.studentlife.msu.edu/ and/or the MSU Web site: www.msu.edu). Therefore, unless authorized by your instructor, you are expected to complete all course assignments, including homework, lab work, quizzes, tests and exams, without assistance from any source. You are expected to develop original work for this course; therefore, you may not submit course work you completed for another course to satisfy the requirements for this course. Also, you are not authorized to use the www.allmsu.com Web site to complete any course work in NUR 370. Students who violate MSU rules may receive a penalty grade, including--but not limited to--a failing grade on the assignment or in the course. Contact your instructor if you are unsure about the appropriateness of your course work. (See also https://www.msu.edu/unit/ombud/academic-integrity/index.html#regulations

XVIII. Accommodations for students with disabilities:

Students with disabilities should contact the Resource Center for Persons with Disabilities to establish reasonable accommodations. For an appointment with a disability specialist, call 353-9642 (voice), 355-1293 (TTY), or visit MyProfile.rcpd.msu.edu.
XIX. Disruptive behavior:

Article 2.3.5 of the Academic Freedom Report (AFR) for students at Michigan State University states: "The student's behavior in the classroom shall be conducive to the teaching and learning process for all concerned." Article 2.3.10 of the AFR states that "The student has a right to scholarly relationships with faculty based on mutual trust and civility." General Student Regulation 5.02 states: "No student shall . . . interfere with the functions and services of the University (for example, but not limited to, classes . . .) such that the function or service is obstructed or disrupted. Students whose conduct adversely affects the learning environment in this classroom may be subject to disciplinary action through the Student Faculty Judiciary process.

XX. Attendance:

Students whose names do not appear on the official class list for this course may not attend this class. Students who fail to attend the first four class sessions or class by the fifth day of the semester, whichever occurs first, may be dropped from the course. See the Ombudsman’s web site for a discussion of student observance of major religious holidays, student-athlete participation in athletic competition, student participation in university-approved field trips, medical excuses and a dean's drop for students who fail to attend class sessions at the beginning of the semester.

XXIII. College of Nursing Policies:

Professional Development Guidelines found in CON Student Handbooks at CON website http://nursing.msu.edu/BSN%20Programs/Handbooks/default.htm. Students are responsible for the information found in the CON (BSN, MSU or PhD choose one Student Handbook.

XXIV. Course Calendar:

a. Attached
| Week 1 | August 31 – September 4 | Introductions/ Welcome  
Course Orientation  
Nursing Career  
Image of Nursing | • Review syllabus and course pack  
• On-line Welcome Module  
• On-line Learning Modules:  
  o Your Nursing Career and  
  o The Image of Professional Nursing  
• Reading  
  o Text Ch. 11 | | • Introduction Discussion Forum  
1 post and 2 responses  
• Begin drafting personal clinical objectives |
|---|---|---|---|---|---|
| Week 2 | September 5 – 11 | Leadership and Management Theories  
Roles | • Module Two  
• Reading  
  o Text Chs. 2 & 3  
• Agency Orientation/Required Health and Safety must be completed before first clinical day | | • Related Topic Analysis One – Transformational and Transactional Leadership  
• Discussion Forum One – Leadership and Management 1 post and 2 responses |
| Week 3 | September 12 – 18 | Decision Making | • Module Three  
• Reading  
  o Text Ch. 1  
• Clinical hours may begin September 12th | | • Submit draft personal clinical objectives  
• Draft clinical planning calendar due Sunday, September 18th, after first meeting with preceptor  
• Note: The indicator assignment due week 7 involves working with a case manager or discharge planner. Be sure to talk with your preceptor about helping you set up that experience. |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Lesson/Topics</th>
<th>Learning Activities</th>
<th>Materials Due</th>
</tr>
</thead>
</table>
| Week 4 | September 19 – 25     | Delegation Supervision    | • Module Four<br>• Reading<br>  
  o  Text Ch. 20                                                            | ☑ Discussion Forum Two - Delegation: 1 post and 2 responses<br>☑ Begin planning for your nursing leadership philosophy paper or arts project. Be sure to talk to Peggy this week regarding your choice of paper or project via phone or email. |
| Week 5 | September 26 – October 2 | Planning                  | • Module Five<br>• Reading<br>  
  o  Text Ch. 7                                                             | ☑ Revised/updated personal objectives due Sunday<br>☑ Discussion Forum Three – Mission & Vision: 1 post and 2 responses<br>☑ Exam One open between 0005 Tuesday and 2355 Thursday<br>☑ Signed September Clinical calendar due October 2nd |
| Week 6 | October 3 – 9          | Change Time Management    | • Module Six<br>• Reading<br>  
  o  Text Chs. 8 & 9                                                        | ☑ Clinical Journal Entry One<br>☑ Related Topic Analysis Two: Change/Team STEPPS                                                                                                                                  |
| Week 7 | October 10 – 16        | Organizations Power       | • Module Seven<br>• Reading<br>  
  o  Text Chs. 12, 13, 14                                                   | ☑ Related Topic Analysis Three (Indicator assignment) – Case Management<br>☑ Mid semester clinical preceptor assessment and student self evaluation due by October 16th                                                                 |
| Week 8 | October 17 – 23        | Budget and Finance        | • Module Eight<br>• Reading<br>  
  o  Text Chs. 10, 17                                                        | ☑ Discussion Forum Four – Budget 1 post and 2 responses                                                                                                                                                    |
| Week 9 | October 24 – 30        | Groups Team Building      | • Module Nine<br>• Reading<br>  
  o  Text Ch. 16                                                            | ☑ Related Topic Analysis Four – Shared Governance<br>☑ Return campus faculty evaluation<br>☑ Final Signed September and October clinical calendar is due October 30th                                                                 |
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Lesson/Topics</th>
<th>Learning Activities</th>
<th>Materials Due</th>
</tr>
</thead>
</table>
| Week 10| October 31 – November 6 | Communication and Motivation            | • Module Ten  
  • Reading  
    o Text Chs. 18, 19                                                                  | q Exam Two open between 0005 Tuesday and 2355 Thursday |
| Week 11| November 7 – 13      | Ethics and Advocacy                    | • Module Eleven  
  • Reading  
    o Text Chs. 4, 5 & 6                                                              | q Nursing Leadership Philosophy paper or arts project due  
  q Signed November clinical calendar is due November 20th  
  q Final assessment by clinical preceptor and student self evaluation due to campus faculty by November 20th |
| Week 12| November 14 – 20     | Quality Part 1                          | • Module Twelve  
  • Reading  
    o Text Ch. 23  
  o All clinical hours must be completed by November 16th by 2355                | q Submit IHI Open School Verification  
  q Discussion Forum Five  
    1 post and 2 responses  
  q No clinical hours during the University Holiday 5 p.m. Wednesday November 23rd through Monday November 28th at 7 a.m. |
| Week 13| November 21 – 27     | Quality Part 2                          | • Module Thirteen  
  (Institute for Healthcare Improvement Open School Course)                         | q Clinical Journal Entry Two – Final entry with evaluation of progress toward goals  
  q Return campus faculty evaluation by December 4th at 2355                      |
| Week 14| November 28 – December 4 | Conflict and Negotiation Collective Bargaining | • Module Fourteen  
  • Reading  
    o Text Chs. 21 & 22                                                            | q Related Topic Analysis Five – Magnet due Thursday  
  q All course written assignments must be submitted by December 8th at 2355  
  q SIRS                                                                                  |
| Week 15| December 5 – 11      | Recruitment Evaluation Practice environment | • Module Fifteen  
  • Reading  
    o Text Chs. 15, 24, 25                                                           | q Exam Three open between 0005 Tuesday and 2355 Thursday                         |
| Week 16| December 12 – 16     | Finals Week                             |                                                                                  |                                                                                |