Leadership I: Organizational Leadership
NUR 961 Section 742
3 Credits
Summer 2015

Catalog Course Description: Analysis and evaluation of organization and leadership theories and their relationship to complex health care systems. Strategies for effective leadership include systems thinking, organizational culture, communication, resource utilization, ethics, and change models required to lead cost-effective quality and safety improvements within health care organizations and in an interdisciplinary environment.

Course Objectives:

1. Apply systems thinking approach to examine innovative sustainable change within complex health care organizations to improve cost, quality, safety and access to healthcare.
2. Analyze characteristics of effective leadership and practice management in relation to organizational structure, culture, economic, and political norms.
3. Examine principles of healthcare economics, finance, and budgeting to improve delivery models within healthcare organizations.
4. Assess organizational theories and delivery system initiatives which promote culturally sensitive and ethically sound solutions to improve the quality and safety of healthcare delivery.
5. Analyze strategies which promote cost effective and accessible quality care for diverse populations.

Additional Course Objectives:

Prerequisites: None

Co-requisites: None

Professional Standards Documents:


Faculty: Mary Alison Smania, DNP, FNP-BC, AGN-BC
Assistant Professor
Office: A114 Life Sciences
Phone: 517-355-3309
E-mail: mary.smania@hc.msu.edu
Office hours: Thursday – 9:00 to 11:00 a.m.
Note: Office hours can be arranged to accommodate student schedules.

Instruction:

a. Methodology: The course is offered in a hybrid (blended) format. The course is conducted using a combination of face-to-face sessions (during the intensive week), synchronous video conferencing and discussions using the D2L learning system. Readings, written assignments and discussion questions will provide context for online course discussions. Students will be expected to be active participants and post regularly in discussions. An end of semester presentation by each student will also be expected.

b. Required Texts:


Recommended Texts:


c. **Required Resources, References, Supplies**
An extensive reading list is included in the course materials. Access to the internet and library will be required to complete course assignments. Students may choose to provide electronic or hard print copies of their final presentation for their classmates.

D2L is the online course system used to provide virtual instruction. Students should be familiar with the course system. Tutorials are available at D2L.msu.edu. In case of a problem, students should contact the help line.

Desire to Learn Help Line
1.800.500.1554 (24 hrs, 7 days/week)  
517.355.2345 (24 hrs, 7 days/week)  
http://help.d2l.msu.edu/  
Always check with the D2L Help Line first!!

**Evaluation:**

a) **Assignments** (more details and rubrics will be in D2L)
   1. **Presentation of Leadership Models** with presentation/discussion board (15 points)  
   2. **SWOT Analysis** with presentation/discussion board (15 Points)  
   3. **Business Plan** with synchronous presentation (30 Points)

b) **Synchronous and Asynchronous Presentations On Campus/Discussion boards** (participation and engagement) (each worth 10 points)
   1. On campus workshop (on campus)  
   2. Quality and Safety (Synchronous Presentation and DB)  
   3. Women in Leadership (Synchronous Presentation and DB)  
   4. Financial Issues (Asynchronous Presentation and DB)  
   5. Ethics, Legal and Diversity Issues (Synchronous Presentation and DB)

**Course Grading Requirements:**

1) As one of the nine required doctoral courses, a 3.0 grade must be attained in this course.

2) A student who fails or does not receive a 3.0 grade in this course must meet with the Faculty of Record for this course. After the meeting with the Faculty of Record for this course, the student is to meet with his/her Major Professor and guidance committee to determine a remediation action to continue progression in the doctoral program. This course may be repeated only once.

3) **Course Grading Scales:** The standard College of Nursing grading scale will be utilized.

<table>
<thead>
<tr>
<th>%</th>
<th>GRADE</th>
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<tbody>
<tr>
<td>90 – 100%</td>
<td>4.0</td>
</tr>
<tr>
<td>89 – 85%</td>
<td>3.5</td>
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</table>
4) Writing Requirements:
All written assignments, including discussion posts, should be written in a scholarly manner and free from plagiarism. Resources must be cited in appropriate APA format. Rubrics for written assignments will be available in the D2L course.

The College of Nursing requires that students refer to a style manual when writing required papers and bibliographies. The reference format adopted by the College of Nursing is the Publication Manual of the American Psychological Association (most recent edition).

University & College 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 MSN Student Handbook: http://nursing.msu.edu/MSN%20Programs/Handbooks/default.htm
- Information for MSU Students: http://www.msu.edu/current/index.html
- Academic Programs: http://www.reg.msu.edu/AcademicPrograms

Professionalism:
All graduate students at Michigan State University should be fully familiar with the Graduate Student Rights and Responsibilities Articles (published by the Graduate School; available at http://splife.studentlife.msu.edu/graduate-student-rights-and-responsibilities) and ethical research (published by the University committee on Research Involving Human Subjects [UCRISH]; available at http://www.msu.edu/user/ucris/); The MSU Guidelines for Integrity in Research and Creative Activities, http://grad.msu.edu/all/ris04activities.pdf and specific principles for informal conflict management, in the Graduate Student Resource Guide (published by the Graduate School; available at http://grad.msu.edu/conflict.htm).

The Graduate Student Rights and Responsibilities (GSRR) Articles address professional standards for graduate students as follows: “Each department/school and college shall communicate to graduate students, at the time of their enrollment in a degree program or course in the unit, any specific codes of professional and academic standards covering the conduct expected of them.” (Article 2.4.7). “The graduate student shares with the faculty the responsibility for maintaining the integrity of scholarship, grades, and professional standards” (Article 2.3.8).
As a graduate nursing student of MSU, you have professional responsibility regarding what you post on social networks, even your own personal networks. The boundary between personal space and academic/clinical work is blurred in the world of social media. Realize that there are consequences for things that you communicate online, just as there are consequences for how you conduct yourself in class and in clinical practice.

In addition to meeting academic standards included in the Academic Progression Guidelines, students and faculty in the Doctoral Program in Nursing have shared responsibility for adherence to the professional standards referred to the Doctoral Student Handbook of the CON.

Professional expectations are rooted in the maintenance of high quality working relationships with faculty, peers, research participants, staff, and all others with whom the graduate student interacts. Aspects of high quality working relationships that are addressed in the GSSR as shared faculty-student responsibilities include: mutual respect, understanding, and dedication to the education process (2.1.2); maintenance of a collegial atmosphere (2.3.7); and mutual trust and civility (2.3.1.2).

University Policies:

**Academic Honesty:** Article 2.3.3 of the Academic Freedom Report states: “The student shares with the faculty the responsibility for maintaining the integrity of scholarship, grades, and professional standards.” In addition, the College of Nursing adheres to the policies on academic honesty specified in General Student Regulation 1.0, Protection of Scholarship and Grades; the all-University Policy on Integrity of Scholarship and Grades; and Ordinance 17.00, Examinations. (See [http://splife.studentlife.msu.edu/regulations/general-student-regulations](http://splife.studentlife.msu.edu/regulations/general-student-regulations) and/or the MSU Web site [www.msu.edu](http://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 NUR 901. 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/RegsOrdsPolicies.html](https://www.msu.edu/unit/ombud/RegsOrdsPolicies.html)).

Students engaged in scholarly activities (e.g. dissertation, scholarly projects) should follow the guidelines of scholarly writings as outlined in the Publication Manual of the American Psychological Association (most recent edition). Ethical principles ensure the accuracy of scientific and scholarly knowledge and protect intellectual rights. Principles include reporting of results, plagiarism, publication credit, sharing data, and copyright.

Please read each part of the following site to fully understand your responsibilities and the position of the University regarding:

- Cheating
- Plagiarism
- MSU regulations, ordinances, and policies regarding academic honesty and integrity
Academic dishonesty in any form will not be tolerated in the College of Nursing. Any student involved in academic dishonesty will be reported to the Office of Academic Affairs and the Office of Student Services in the College of Nursing and a grade of 0.0 may be issued for the course.

Research Misconduct and Questionable Research Practices within the college are defined consistently with the Interim University Document on Intellectual Integrity approved by the President of Michigan State University on August 5, 1994 and revised June 29, 1995. Refer to the CON Doctoral Student Handbook.

Accommodations for students with disabilities: Students with disabilities should contact the Resource Center for Person 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

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.

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 website 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.

College of Nursing Policies: Professional Development Guidelines [found in the CON Student Handbook at the CON website]. Students are responsible for the information found in the CON Doctoral Student Handbook. Effective conflict management/negotiation skills are essential for navigating the graduate school experience and maintaining high quality working relationships. Specific principles for conflict are responsible for making concerted good faith efforts to resolve conflicts with others in a constructive and informal fashion, prior to proceeding to formal conflict resolution options as consistent with the GSRR statement on informal conflict resolution (Article 5.3.2.). Doctoral students who have specific questions or concerns about professional standards or conflict resolution issues should consult with their Major Professor, the Director of the Doctoral Program, and/or the University Ombudsman for guidance, as appropriate.
# NUR 961 Leadership I Course Schedule

## Module 1: Introduction to Health System Leadership and Theoretical Foundations of Leadership

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Content Focus</th>
<th>Activities</th>
<th>Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>5/18</td>
<td>Introduction to Leadership</td>
<td>Readings Discussion</td>
<td>INTENSIVE WEEK Leadership Principles Styles #1 On campus workshop</td>
</tr>
<tr>
<td>2</td>
<td>5/25</td>
<td>Leadership within the US Healthcare system Ethics and leadership</td>
<td>Readings Online Discussion</td>
<td>Leadership Issues- Preparation for presentations</td>
</tr>
<tr>
<td>3</td>
<td>6/1</td>
<td>Theoretical Frameworks Organizational values, mission and strategic planning</td>
<td>Readings Discussion Presentation</td>
<td>Assignment #1- Presentation of Leadership Models online -15 pts. Discussion to follow</td>
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</tbody>
</table>

## Module 2: Quality and Safety in Leadership

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Content Focus</th>
<th>Activities</th>
<th>Assignments Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>6/8</td>
<td>Quality and Safety performance improvement overview</td>
<td>Readings Online discussion</td>
<td>Synchronous Presentation: Marilou Wesley MSN, Nurse Executive in person and online June 10 6 pm-8 pm Discussion to follow into week 5</td>
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<tr>
<td>5</td>
<td>6/15</td>
<td>Improvement accountability, measurement/metrics of quality, and performance</td>
<td>Readings Online discussion</td>
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<tr>
<td>6</td>
<td>6/22</td>
<td>Performance measures and metrics</td>
<td>Readings</td>
<td>Discussion Board #2- Quality and Safety</td>
</tr>
<tr>
<td>7</td>
<td>6/28</td>
<td>Models for Quality Improvement</td>
<td>Readings Online discussion</td>
<td>Assignment #2- SWOT Analysis due 6/22/15 Discussion to follow</td>
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<td>Module 3: Women in Leadership</td>
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<tr>
<td><strong>8</strong></td>
<td>7/6</td>
<td>Women in leadership</td>
<td>Readings</td>
<td><strong>Synchronous Presentation:</strong> Dr. Ann Ryan-July 8 6pm-8pm in person and online</td>
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<td></td>
<td>Online discussion</td>
<td>Discussion Board #3- Women in Leadership</td>
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<td><strong>Module 4: Financial Leadership</strong></td>
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<tr>
<td><strong>9</strong></td>
<td>7/13</td>
<td>Principles of health economics, finance</td>
<td>Readings</td>
<td><strong>Asynchronous Presentation:</strong> Dr. Terry Viau on Budgeting and Business Plan – D2L online Discussion Board #4 with Dr. Viau</td>
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<td></td>
<td></td>
<td>Online discussion</td>
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<tr>
<td><strong>10</strong></td>
<td>7/20</td>
<td>Budgeting, project, program planning. Developing a business plan</td>
<td>Readings</td>
<td>Budget development with input from Dr. Viau Discussion Board</td>
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<td></td>
<td>Presentation by Terry Viau</td>
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<tr>
<td><strong>11</strong></td>
<td>7/27</td>
<td>Cost effectiveness and cost benefit analysis for program evaluation</td>
<td>Readings</td>
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<td><strong>Module 5: Ethics and Diversity Leadership</strong></td>
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<td><strong>12</strong></td>
<td>8/3</td>
<td>Health disparities Diversity and access to care Cultural sensitivity and competence Social capital Healthcare ethics</td>
<td>Readings</td>
<td><strong>Synchronous Presentation:</strong> Dr. Renee Canady Wednesday August 5 6 pm-8 pm via zoom Discussion Board #5- Ethics, Legal and Diversity Issues</td>
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<td></td>
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<td>Online discussion</td>
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<tr>
<td><strong>13</strong></td>
<td>8/10</td>
<td>Develop oral presentations</td>
<td>Individual work</td>
<td><strong>Assignment #3-Business Plan with budget development</strong></td>
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<tr>
<td><strong>14</strong></td>
<td>8/17</td>
<td>Presentations (Synchronous)</td>
<td></td>
<td><strong>Synchronous: Oral Presentation of Business Plan</strong></td>
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