Nursing 416
Spring, 2003

Leadership and Management in Nursing

Mary Jo Arndt, Ed.D.,
Course Chair
Course Title: Leadership and Management in Nursing

Course Description: Roles and responsibilities related to leadership and management in nursing practice. Impact of management theories and processes on nursing practice and the delivery of health care within organizations.

Prerequisites: Completion of sophomore and junior level nursing courses.

Instructional Model: 3 credits (1-2). This course includes 15 hours of theory and 90 hours of clinical (includes seminar time). Clinical begins on the date specified on the course calendar, normally 4 weeks after the beginning of the semester.

Objectives:

1. Analyze leadership, management, and organizational behavior which influences coordination, consultative, and collaborative activities in health care systems.

2. Examine the past, present, and emerging roles of the professional nurse in developing effective relationships with others in the health care system.

3. Review research in terms of its applicability to leadership and management issues.

4. Demonstrate an understanding of personal accountability involved in the management of groups.

Course Pack: Required

Reading Pack: None


Clinical: Clinical site selection will be done via computer program; you will select possible sites from a list which will be provided early in the semester. You will develop your own personal learning objectives for clinical. Your campus faculty member will provide information about how to write measurable learning objectives and your preceptor will assist you in tailoring your objectives for your clinical site. A campus faculty member, your preceptor, and you will form a 3-person team to facilitate your clinical learning based upon your personal learning objectives.
**Dress Code:** Dress is in accordance with agency policy and the role of the nurse. Ask your preceptor about the appropriate dress for the site.

**Safety**  
In order to successfully complete the clinical requirements, you must demonstrate nursing competencies at the same level of safety as appropriate to the role of your preceptor. Inappropriate or poorly performed psychomotor skills, inappropriate, inaccurate or inadequate theoretical base for care or inaccurate or misrepresented documentation, is cause for dismissal from the course and a course grade of 0.0.

**Situations Requiring Immediate Contact by Preceptor to Campus Faculty:**

1. Accident/injury involving client or student.
2. Back-up plan for clinical faculty replacement non-operational
3. Unsuccessful resolution of conflict between preceptor and student.

**Evaluation Methods:** You will complete the Grade Contract (p. 42, Course Pack) to reflect the grade you wish to pursue. The Grade Contract identifies the parameters related to the grade selected. Specific evaluation criteria is included on the appropriate evaluation forms.

- Formal self, preceptor, and campus faculty evaluations at midterm and final (pp. 29-32, Course Pack)

**Quality** of written work in journals, critical incidents, related clinical objectives.  
Written work is expected to reflect analysis and synthesis of ideas and insights. A mere listing of activities is unacceptable. If your written work is at an unacceptable level for the grade for which you have contracted, as judged by your campus faculty, the faculty will make note of this on the Student Progress Record (pp. Course Pack), which is kept in your folder for this course.

**Workbook Assignments:** Points will be given for each week’s workbook assignments. Workbook assignments that are handed in late will have one point deducted for each day late up to 3 days. Assignments turned in 4 or more days late will be assigned zero points. If you are not present for class, you may e-mail workbook assignments to maryjo.arndt@ht.msu.edu. If you e-mail your assignment and do not receive confirmation within 24 hours that your assignment was received, you must follow up with a personal phone call to the Course Chair (M.J. Arndt—432-1720) to confirm that your assignment was received.

- Completed Assignment in Full = 10 points  
- Partial Completion of Assignment = 3 points  
- Assignment not completed = 0 points

The cumulative points earned for the workbook assignments will count as an Exam. The Workbook Assignment Points will be added to the cumulative exam points and percentages as noted below will then be calculated to determine the grade of course exams. **Workbook assignments must be typed**, double-spaced, except for Assessment Surveys—which can be torn out from the workbook and handed in. Points will be deducted for workbook assignments that consistently are not typed (more than one untyped).
Grading Scale:

- 94 – 100% = 4.0
- 89 – 93% = 3.5
- 84 - 88% = 3.0
- 79 – 83% = 2.5
- 75 – 78% = 2.0
- 70 – 74% = 1.5
- 65 - 69% = 1.0
- < 65 = 0.0

Exam Policies:

All make up exams will be given the week of final exams at a time mutually convenient to faculty and student. Questions on make up exams will be different from those questions given on scheduled exam dates and may also use a different testing format (multiple choice, essay, for example). The Exam Appeal Form (p. 44, Course Pack) must be used if the student believes the answer he/she provided is correct yet has been marked as “incorrect.”

Students are expected to take the final exam on the date it is scheduled.

All course requirements and assignments must be completed in order to earn a grade of 2.0 or higher.

Attendance: Attendance is required at all theory, seminar, and clinical components of the course. A pattern of absences may result in a lowering of the course grade. Attendance means that the student is present for the entire class; leaving at break or other times is unacceptable and will result in a student being marked as “absent.” If there are unusual circumstances, that may warrant consideration by faculty, students are expected to give that information in writing to the course chair (for theory) or campus faculty (for seminar) who will make the decision regarding exceptions.

Students who are absent from class are expected to notify Mary Jo Arndt by e-mail or phone in advance. Please do not come to class if you are ill. Faculty reserve the right to ask for verification of absences due to illness, family emergencies, etc.

Students who are absent from class are responsible for class content and obtaining handouts.

Absences from clinical or seminar must be made up. Seminar make-ups may include a written assignment as designated by the campus faculty. Indicate any changes in clinical hours on your clinical calendar that are make up hours.

Students must notify their preceptor immediately in the event of absence from clinical.

Late Assignments: It is expected that assignments will be turned in on the due date. A pattern of late assignments may result in a lowering of the course grade. A point will be deducted for every day a workbook assignment is turned in late up to 3 days. Workbook assignments 4 or more days late will receive 0 points. Students who are absent from class must e-mail the workbook assignment to the Course Chair at
maryjo.arndt@ht.msu.edu or give the assignment to a peer to bring to class. See “Workbook Assignments” section in syllabus.

**Academic Dishonesty:** 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 of Nursing adheres to the policies on academic honesty as specified in General Student Regulations 1.0, Protection of Scholarship and Grades, and in the all-University Policy on Integrity of Scholarship and Grades, which are included in Spartan Life: Student Handbook and Resource Guide. Student who plagiarize, fabricate, or falsify data (written documentation in journals, critical incidents, number of clinical hours, for example) will receive a 0.0 for the course.

In compliance with the **Professional Development Guidelines** as noted in the progression through the major policies in the College of Nursing Undergraduate Student Handbook, students must demonstrate:

1. appropriate interpersonal relations and communication with clients, peers, faculty and other health care personnel
2. responsible fulfillment of class and practicum obligations, including provision of safe nursing care in the practicum setting; and
3. honesty and integrity in all academic and professional matters.

Failure to meet each Professional Development Objective will result in the student earning a grade of 0.0 for the course.

**Accommodations for Disabilities:** Students with disabilities should contact the Resource Center for People with Disabilities to develop reasonable accommodations. In order for the Course Chair to provide special accommodations, students who know they need special accommodations must inform the Course Chair in writing during the first week of class and outline the type of accommodation needed. The Course Chair may contact the Resource Center for Persons with Disabilities for clarification, if needed.

**Taping Policy:** Students may not audio or video tape class presentation by faculty, guest speakers or other students.

**Cell Phones Pagers, etc.:** In keeping with good business etiquette such devices shall be turned off during class/seminar time unless cleared by the presiding faculty.

**Weather-related Policies:** Students should use their own judgment regarding the safety of travel during inclimate weather. Faculty do not want students to jeopardize their safety; if in doubt, do not travel during “bad” weather. Faculty expect that students will not abuse this policy.
Nursing 416 Grade Contract

GRADE:  
The student will:

1. Obtain a minimum of 75% cumulative grade on exams and workbook assignments.

2. Perform “satisfactorily”* in clinical setting as reflected by Evaluation Summaries completed to Clinical Faculty and Campus Faculty.

2.0 to 2.5

3. Meet guidelines/expectations related to the student role and responsibilities as designated in the course pack.

4. Maintain a clinical journal, complete clinical objectives, and critical incidents at a 2.0-2.5 level of quality.

5. Complete all course requirements and assignments.

1. Obtain a minimum of 84% cumulative grade on exams and workbook assignments.

2. Exhibit “excellence”* in performance in the clinical setting as reflected by the Evaluation Summaries completed by Clinical Faculty and Campus Faculty.

3.0 to 3.5

3. Meet guidelines/expectations related to the student role and responsibilities as designated in the course pack.

4. Maintain a clinical journal, complete clinical objectives, and critical incidents at a 3.0 to 3.5 level of quality.

5. Complete all course requirements and assignments.

1. Obtain a minimum of 94% cumulative grade on exams and workbook assignments.

2. Exhibit “excellence”* in performance in the clinical setting as reflected by the Evaluation Summaries completed by Clinical Faculty and Campus Faculty.

4.0

3. Meet guidelines/expectations related to the student role and responsibilities as designated in the course pack.

4. Maintain a clinical journal, complete clinical objectives, and critical incidents at a 4.0 level of quality.

5. Complete all course requirements and assignments.

I,_________________________________________________, hereby agree to meet the grading criteria as stated in this grade contract and agree to contract for a grade of _________. I understand that even though I contract for this grade, this does not guarantee that grade will be awarded and that weaknesses in any area may result in a lowering of my grade. I also understand that I may contract at any time for a lower grade, but must have ample time to complete the requirements to contract for a higher grade.

___________________________________                                _________________________________  
Student Signature                                                Campus Faculty Signature

___________________________________                                _________________________________  
Date                                                                Date

*See “Evaluation of Student Performance,” p. 29 & 31 in Course Pack for definition.