

AUGSBURG COLLEGE
DEPARTMENT OF NURSING
NUR 490- LEADERSHIP/ MANAGEMENT: Theory and Practice
Spring Trimester – April – June 2008

Faculty: Pauline J. Utesch, MA, RN, Assistant Professor
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Class Hours: Thursdays: 5:45 – 9:45 PM
Location: Augsburg College – Rochester Campus

Class Days: 7-session schedule: 4/10; 4/24; 5/8; 5/22; 6/5; 6/19; 6/26

Equivalent Credits: 1.0 course or 4 semester credits

COURSE OVERVIEW

This keystone course prepares registered nurses for emerging leadership roles across care settings integrating content related to critical thinking, communication, group and system theory, change theory, ethics, nursing theories and research findings with leadership and management principles. Leadership styles and their impact on group functioning are explored within the context of a complex global society. Individualized student leadership experiences are designed in collaboration with faculty. Expert nurse leaders / practitioners serve as resource persons, role models, and mentors for students functioning in participant-observer roles.

This course is designed to meet the LAF/ College Graduation Critical Thinking Skill (CT) as evidenced by a minimum grade of 2.0 (73%) on the Leadership Contract and a minimum grade of 2.0 (73%) on the Professional Nursing Issues Paper. This course also serves as a Keystone Course (KS) in which students reflect upon Augsburg's concept of vocation and evaluate the commitments and conclusions that have emerged during their education. A minimum grade of 2.0 (73%) on the Individualized Leadership Experience Paper and a minimum of 2.0 (73%) in the course demonstrates evidence of mastery of Keystone requirements. In addition this course completes the College Graduation Speaking Skill (SS) begun in NUR305. Students must attain a minimum grade of 2.0 (73%) on the speaking assignments.

**NUR490 LEADERSHIP / MANAGEMENT STUDENT LEARNING
OBJECTIVES:**

Upon completion of this course, students in NUR490 Leadership/Management will:

- 1. Utilize research findings to guide and enhance nursing practice**
 - a. Examine and apply research findings related to the leadership and management roles of the professional nurse.
 - b. Critically analyze and defend a hypothesis of a current leadership issue by writing a professional nursing issues paper. (*Critical Thinking Skill*)
 - c. Demonstrate application of research findings related to leadership and professional nursing through oral presentations. (*Speaking Skill*)

- 2. Apply leadership concepts to promote professional nursing practice.**
 - a. Develop and negotiate an individualized leadership experience.
 - b. Design a written leadership contract. (*Critical Thinking & Keystone*)
 - c. Analyze own professional role socialization process in light of professional standards and the Augsburg College Core values and commitment to vocation. (*Keystone*)
 - d. Demonstrate potential for assuming leadership and management roles consistent with a professional philosophy.

- 3. Demonstrate accountability for ethical nursing practice based on professional standards.**
 - a. Apply knowledge of cultural and gender diversity when analyzing organizational groups in a health care setting. (*Keystone*)
 - b. Integrate liberal arts foundation and principles from leadership, management, change and ethical constructs with role of the professional nurse in organizational systems. (*Keystone*).
 - c. Provide peer feedback in a constructive way.

TEACHING / LEARNING METHODS

This course will be conducted in a seminar format and students are expected to come prepared, having read and studied the assigned material and be contributing participants. Course format may include the following: lecture, group discussion, student presentations, seminar discussion, student/faculty consultation, individualized learning projects, student written assignments, and movies.

GENERAL INFORMATION

COMMUNICATIONS:

- Moodle and the Augsburg e-mail account are the official form of communication with students. Students are expected to have e-mail links established via their official Augsburg College e-mail account and are to check their Moodle site on a regular basis.

ATTENDANCE POLICY:

- Your presence enriches the experience for all class participants.
- This class is conducted in accordance with the attendance policies of the Weekend College. If the student is unable to attend class, the student must notify the instructor via phone or e-mail at least 24 hours in advance when possible. A minimum of .5 grade will be deducted from the student's final score if the student is tardy, leaving class early or missing class.
- If the student is absent twice for any reason, the instructor reserves the right to ask the student to drop the class and retake the class at a later date.

LATE POLICY FOR ASSIGNMENTS:

- Unexcused/unexplained late papers will result in a loss of 5 points for each day they are late (including weekends). Students may reach faculty via e-mail or telephone to arrange a drop off of papers.
- Test(s) will not be accepted late. Arrangements may be made to take tests may be taken prior to date assigned to accommodate special scheduling needs.
- If student will be unable to attend class on a given due date, papers are expected to be handed in prior to the absence unless negotiated in advance with your faculty member. Students will notify faculty at least 24 hours in advance.
- In case of unexpected crisis, students may negotiate with faculty for a late paper exception. This will result in no loss of points. It is required that students notify the instructor of these situations as soon as possible.
- Students are required to successfully pass, Pass/Fail component of the class.

DEPARTMENT OF NURSING POLICY ON CITATIONS:

Appropriate APA format for written papers is expected. All in-text references must be correctly credited to the appropriate authors using accepted APA format. Students are expected to demonstrate ethical decision-making in regards to course work and project negotiation and implementation in accordance with Student Handbook. It is the policy of the Department of Nursing that papers or tests containing plagiarized material will be given a grade of **zero** and there will be **no** opportunity for re-writes. ***Omitted citations are considered plagiarism.*** Please review the Student & Nursing Department handbooks.

DISABILITY ACCESS:

To request academic accommodations related to a disability, please contact the CLASS office (612-330-1053) or the Access Center (612-330-1749). Guidelines are presented on the Access Center Home Page found at: <http://www.augsburg.edu/accesscenter>. If you have a letter from one of these offices indicating you have a disability which requires academic accommodations, please present the letter to me so that we may discuss accommodations necessary for this class.

OFFICE HOURS:

Office hours are by appointment. Appointments may be made by calling or E-mailing, and scheduling an appointment time.

REQUIRED TEXT AND MATERIALS – NUR 490 Rochester Winter Trimester

American Psychological Association. (2001). *Publication manual of the American Psychological Association (5th Ed.)*. Washington, DC: Author.

Grossman, S. & Valiga, T. (2005). *The new leadership challenge: Creating the future of nursing*. Philadelphia: F. A. Davis Co. ISBN#0-8036-1258-3

Palmer, P. (2000). *Let your life speak: Listening for the voice of vocation*. San Francisco, CA: Jossey-Bass. ISBN # 0-789-4735-0

Additional articles may be handed out in class or put on electronic reserve.

Books are available through Augsburg’s Virtual Bookstore:

<http://direct.mbsbooks.com/augsburg.htm>

Or Main Campus Bookstore

Grading Scale:

Points	Grade	Percent
372 - 400	4.0	93%
353 - 371	3.5	88%
332 - 352	3.0	83%
312 - 331	2.5	78%
292 - 311	2.0	73%

**Augsburg College
Department of Nursing
NUR490**

NUR 490 – ASSIGNMENTS	Points	Due Dates
1. Student-led class presentations (25 minutes) (Student Group Presentations)	75	As arranged
2. Individualized Leadership Experience Contract (16 hours of time will be spent with a nurse leader and subsequent paper written to demonstrate learning).	20	Week 3
3. Individualized Leadership Experience Paper	100	Week 5
4. Reflective journaling related to assigned questions (10pts each)	60	Weeks assigned
5. Professional Nursing Issues Paper	125	Week 7
6. Quiz on Readings	20	Week 7
Total points:	400	

PLEASE NOTE: In order to be effective nurse-leaders in the “real world”, a leader-manager must be fully prepared to lead discussions and must be on-time to meetings. To that end, it is expected that NUR 490 students will be prepared and be on-time for all class sessions. If it is obvious to the instructor that the student has not prepared for class and does not appropriately **participate** in class discussion points will be deducted from the final course grade. And finally, when students do presentations in class, it is expected that he/she will dress in a manner that demonstrates leadership.

NUR 490 Readings and Weekly Assignments

Date	READING ASSIGNMENT	Assignment Due	Application & Discussion	Grad Skill Placement	Student-led Presentation
#1 4/10	Grossman & Valiga Chapters 1 & 2		<ul style="list-style-type: none"> • Introduction • Overview of course and syllabus • Introduction to leadership • Leadership vs. Management • Gregorc MindStyles • Other leadership styles 	Critical Thinking	Form Student-Led Presentation Groups Student Groups sign-up for Student-Led Presentations
#2 4/24	Grossman & Valiga Chapters 3 & 4 Palmer Ch. 1 "Listening to Life"	Nurse Leader Identified for Leadership Experience Journal Question #1 DUE	<ul style="list-style-type: none"> • Followership and empowerment • Transformational Leadership • Would you follow me? Video • Leadership as an Integral Component of the Nursing Profession • Critical Thinking - Bloom's Taxonomy • Speaker ? Nursing Leadership 	Critical Thinking & Keystone	Student Led Presentations: Followership & Empowerment <hr/> Transformational Leadership <hr/>
#3 5/8	Grossman & Valiga Chapters 5 & 6 Palmer Ch. 2 "Now I Become Myself"	Leadership Experience Contract Due Journal Question #2 DUE	<ul style="list-style-type: none"> • Vision and creativity • Organization Design • Bring the organizational chart of your work environments- Department of Nursing • Gender Perspectives • Mastering Leadership - Video 	<i>Keystone</i>	Student Led Presentations: Vision & Creativity <hr/> Gender Perspectives <hr/>
#4 5/22	Grossman & Valiga Chapters 7 & 8 Palmer Ch. 3 - "When the Way Closes"	Journal Question #3 DUE	<ul style="list-style-type: none"> • Chaos/Leaders as Change Agents • Shaping a Preferred Future in Nursing • Complexity Science • Leadership and the New Science - Video 	Critical Thinking & Keystone	Student Led Presentation: Chaos & Change <hr/> Shaping a Preferred Future for Nursing <hr/>

<p>#5 6/5</p>	<p>Grossman & Valiga Chapter 9</p> <p>Palmer Ch. 4 “All the Way Down”</p>	<p>Individual Leadership Experience Paper Due</p> <p>Journal Question #4 DUE</p>	<ul style="list-style-type: none"> • Mentoring and Networking • Shared Decision Making and Consensus • Power and Conflict • AACN Elements of the Preferred Work Environment • Survival Exercise 	<p>Speaking & Keystone</p>	<p>Student Led Presentation:</p> <p>Mentoring & Networking</p> <hr/> <p>Shared Decision Making & Consensus</p> <hr/>
<p>#6 6/19</p>	<p>Grossman & Valiga Chapters 10</p> <p>Palmer Ch. 5 & 6 “Leading from Within” “There is a Season”</p>	<p>Journal Question #5 DUE</p>	<ul style="list-style-type: none"> • Parker Palmer • Public Image of Nursing • Emotional competence and leadership • Emotional intelligence Tool & Video 		<p>Student Led Presentation:</p> <p>Public Image of Nursing</p> <hr/> <p>Parker Palmer- Insights into Vocation and your “calling”.</p> <hr/>
<p># 7 6/26</p>		<p>Professional Nursing Issues Paper Due</p> <p>Quiz on Readings</p> <p>Journal Question #6 DUE</p>	<ul style="list-style-type: none"> • Personal Reflection on learning, professional growth, vocation & insights • Speaker? – Developing as a leaders throughout one’s Career • Survival Exercise • Resume Writing • Graduate Programs • Kevin Cashman Leadership - Video 	<p>Keystone & Critical Thinking</p>	

**Augsburg College
Department of Nursing
NUR490**

Assignment #1: Student-led Leadership Class Presentations (Group Work)

Due Date: As arranged

Purpose: Students will analyze readings and present their analysis to classmates. In addition, students will seek an additional literary references/articles related to their assigned topic to share with the class. Evaluation, analysis and discussion of the topic will be included in the presentation.

Objective: Complete this assignment successfully as a group attending to the principles of group process. (Groups will be assigned at first class session).

Presentation Time: 25 minutes. (15-20 minutes of content followed by 5-10 minutes of discussion, OR discussion may be conducted throughout the presentation—be creative!)

Presentation to include:

- _____/5 Introduces assigned topic to class.
- _____/25 Presents content from reading and research.
 1. Identifies main thesis statement
 2. Describes assumptions
 3. Delineates any cause and effect relationships
 4. Examines issues presented
 5. Provides two additional scholarly resource related to the content
- _____/15 Identifies strategies and implications for nursing leadership and management.
- _____/16 Stimulates discussion among peer group with guided questions
- _____/14 Individual Speaking Evaluation (each presenter will be scored individually – See Rubric on the next page).
- _____/75 **Total Points**

Suggested Steps for Project:

1. Identify group members – class session #1
2. Sign up for topic – class session #1
3. Research additional sources related to topic
4. Meet with group at least twice to discuss
5. Prepare creative delivery of topic
6. Prepare method for involving the audience
7. Present final presentation in class
8. Submit list of references used for presentation – APA format

**Augsburg College
Department of Nursing
Nursing 490
Individual Speaking Evaluation Rubric
Student- Led Presentation**

Purpose: Students will create and present an assigned topic to the NUR 490 class. (This presentation *may or may not* be power point. There will be points given for *creativity*.)

Presenter: _____

- Accomplished:** excellent implementation (2 pts)
Promising: good implementation; however, improvement is needed (1 pts)
Not evident: unable to locate examples specific to this criterion (0 pt)

PREPARATION of YOUR portion of the presentation	Points	Comments
Purpose is Identified. Speaker identifies the purpose—what s/he wants the audience to believe, remember, or do when the talk is finished. Aims all parts of the presentation toward this purpose.	0 1 2	
INTRODUCTION of YOUR portion of the presentation		
Previews Main Points. Introduces topic and summarizes the principle parts.	0 1 2	
BODY of PRESENTATION		
Arranges the points logically. Sequences the points chronologically, from most important to least important, by comparison and contrast, or by some other strategy.	0 1 2	
AUDIENCE RESPONSE to YOUR portion of present.		
Audience Response. Involved the audience in the presentation; points made in creative way; held the audience’s attention throughout.	0 1 2	
PRESENTATION STYLE		
Speaking Skills. Poised, clear articulation; proper volume, steady rate; good posture, eye contact, enthusiasm; confidence.	0 1 2	
Delivery Skills. Presentation is a planned conversation , paced for audience understanding., It is not read off a paper.	0 1 2	
VISUAL AIDS/ CREATIVITY		
Creativity of presentation. Very original presentation of material; uses the unexpected to full advantage; captures audience’s attention.	0 1 2	
POINTS POSSIBLE= 14	<i>Total:</i> —	

Adapted from Dr. Linnea Carlson-Sabelli from Guffey, (2003) Business Communication, 4th Ed, p. 511

**Augsburg College
Department of Nursing
NUR490**

Assignment #2: Individualized Leadership Experience Contract

Signed Contract Due Date: Class Session 3

Purpose: Students will develop a contract between their leadership experience *nurse* preceptor and themselves. The contract will include S-M-A-R-T objectives (Specific, Measurable, Achievable, Realistic, and Timed), and the student & nurse leader signatures. The *fully signed* contract is due Class Session 3. Please follow the format below for development of your individualized leadership experience contract.

Sample Contract
Augsburg College
Department of Nursing
NUR490: Leadership and Management

PURPOSE:

The student (name)_____ will work with (name/role/title)_____ at (location)_____ to increase understanding of leadership and management concepts in the actual work setting:

OBJECTIVES: (Examples listed below:)

1. By month/day, set up three sessions with nurse leader.
2. Observe the leadership style of nurse leader as she leads committee XYZ.
3. Observe the management style of the nurse leader as she interacts with staff.
4. Differentiate between leadership vs. management skills of nurse leader.
5. Discuss the importance of leadership to the organization, with the nurse leader.

Student signature & date:

Phone Number:

E-mail:

Nurse Leader signature & date:

Phone Number:

E-mail:

**Augsburg College
Department of Nursing
NUR490**

Assignment #3: Individualized Leadership Experience Paper - Keystone

Due Date: Class Session 5 (abstract + 8 pages of content + reference page). *Minimum of three scholarly references.*

CRITERIA FOR PAPER:

- | | |
|------------------|--|
| _____/ 5 | 1. Thesis statement is clearly presented in introduction and supporting rationale from which the experience is identified. Goals are clearly identified. |
| _____/20 | 2. Nursing leadership and management theories are applied throughout the entire paper. The leader's core values used in decision-making in the leadership experience are identified. Citations are present and reflect scholarly application of class readings/discussions related to the leadership experience purpose, goals/objectives, and outcomes. |
| _____/30 | 3. Evaluation of the leadership experience:
a. Identify the role of the nurse leader.
b. Describe application of management behaviors that you observed during your leadership experience.
c. Describe application of leadership behaviors that you observed during your leadership experience.
d. Evaluate the differences between management and leadership.
e. Identify the importance of leadership to the success of the organization. |
| _____/21 | 4. Personal Reflection - What is your calling? Integrate/reference appropriate scholarly work and Palmer book to analyze your own personal and professional values, professional role socialization, and role development in light of this nursing leadership experience and education at Augsburg College. |
| _____/ 24 | 5. Construction & writing style of paper: see criteria for writing and grading papers scoring grid (page 15 of syllabus). |
| _____/100 | Total points |

**Augsburg College
Department of Nursing
NUR490**

Assignment #4: Reflective Journaling

Due Date: Six Journal Entries -- (Total of 60 points)

Purpose: Reflection and personal introspection of the class discussion and content. Questions related to a course topic will be posted for your reflection. Sometime these topics will draw on readings from the required material. Other questions will focus on topics that students find relevant in their particular practice environment.

Objective:

1. Demonstrates an understanding of the content, relates to own practice and raises interesting questions related to the applications.

2. Understands readings. Summarizes the basic content of text and makes an evaluative statement.

Question 1: (10 pts, 300 word minimum) What kind of leaders will the nursing profession need to shape the future.

Question 2: (10 pts, 300 word minimum) What is your opinion of the followership concept? Are you an effective follower? Why or why not?

Question 3: (10 pts, 300 word minimum) Vision: Describe one vision that you have for your career after you graduate from Augsburg. Mission: Describe how you will get there.

Question 4: (10 pts, 300 word minimum) List characteristics of the unit in which you work. What would you change about the culture of your unit? Do generational or gender differences affect the culture?

Question 5: (10 pts, 300 word minimum) Describe a change that occurred or is about to occur in your work unit. How are your colleagues reacting to the change? What strategies have you used to assist in moving toward a successful outcome?

Question 6: (10 pts, 300 word minimum) What opportunities have you had in your work environment to develop as a leader? What could your employer provide in the way of training that would contribute to your leadership development?

Augsburg College
Department of Nursing
NUR490

Assignment #5: Professional Nursing Issues Paper

Due Date: Class Session 7

Purpose: As leaders, you will be required to influence others. This project provides you the opportunity to conduct an in-depth analysis of a selected professional nursing issue and present convincing arguments to support your position.

Guidelines for the Assignment: (Grading Rubric on next page)

1. Conduct an in-depth analysis of a selected professional nursing issue – see topics for selection below.
2. Present the analysis in a scholarly paper (abstract +10 pages of content + reference page)
3. Clearly identify the issue, the background of the issue and the causative factors associated with the issue. Identify all “sides” to the issue.
4. Describe solutions which have been proposed related to this issue.
5. Present your position on this issue and provide a convincing argument for your position.
6. Cite statistics, research, positions, papers and other information from the literature to present the issue and solutions. Your project will have a minimum of **five scholarly peer reviewed articles** (at least one must be a research study) related to the issue. Each side must have supporting evidence presented based in the scholarly literature.

Professional Nursing Issues/Topics

Professional Issues/Topics:

- Entry level for professional nursing practice
- Is there gender bias in nursing?
- Differentiated practice – ADNs do one set of skills for a patient, and BSNs do another set of skills and functions.
- Solving staffing issues in hospitals by use of unlicensed assistive personnel.
- Nurse Practitioners and CNS Roles: Should the roles be blended?
- Developing, maintaining and assure professional competency
- Is it a professional nursing responsibility to model positive health behaviors?
- Culturally sensitive nursing care and nursing management
- Telehealth/telenursing
- Cross training and/or improving unit to unit floating practices.
- Are and should nurses be autonomous caregivers?
- How should the clinical nurse leader be utilized in the hospital setting – analyze the AACN White paper on this topic.
- Should advanced practice nurses be required to seek a doctorate to practice?
- Is nursing a profession or a trade? What are the implications?
- Nurse/Physician Collaboration
- Nurses Modeling Positive health behaviors

Additional ideas for topics are welcome. If there is another topic that you wish to explore, please discuss with the professor.

**Augsburg College
Department of Nursing
Nursing 490**

**Grading Rubric
Professional Nursing Issues Paper**

The paper will be evaluated in terms of clarity of presentation of both sides of the issue, quality of resources, depth of analysis, and the coherency of your final argument.

1. Statement of the issue is clearly presented.
 - Both sides are articulated in a concise manner in the introduction of the project.
 - Underlying assumptions are articulated.20 pts / _____

2. Presentation of literature review gives evidence of both sides of the issue found in relevant scholarly literature.
 - Literature review is based on a minimum of five articles.
 - Sources represent synthesis of a variety of peer reviewed resources and relevant research articles.
 - Alternative approaches are thoroughly addressed.
 - Goes beyond minimum requirements.30 pts/ _____

3. Presentation and rationale for final stance reflects integration of relevant scholarly literature, an in-depth analysis of the issue, and provides evidence of critical thinking skills.
20 pts / _____

4. Recommendations for further areas of inquiry provide further evidence of synthesis of the complexity of the situation.
20 pts / _____

5. Conclusion is thoughtful and ties issues together 11 pts / _____

6. Paper is written in a professional, fluent and well articulated manner. 24 pts / _____
(Follow criteria for writing and grading of papers on page 15 of syllabus.)

TOTAL Points 125/ _____

Comments:

CRITERIA FOR WRITING AND GRADING PAPERS		
LOGIC	3 points	Cohesive organization. Clear thought patterns from beginning to end. All points rationally developed, supported and sequenced.
	2 points	Minor problems in presentation and progression of ideas. Support and development may be weak at times.
	1 point	Little cohesiveness because of problems of rational development of ideas.
	0	Ideas confused or disconnected.
LITERACY	3 points	Fluent expression and communication. Substantive ideas succinctly stated with mastery of style.
	2 points	Although ideas are adequately communicated, writing is somewhat choppy because of stylistic or grammatical problems.
	1 point	Style or grammatical problems detract from clear communication.
	0	Difficult to derive an understanding of ideas because of unclear writing.
COMPLETENESS	3 points	Integrates all required components to cover the topic with adequate attention paid to each required topic.
	2 points	Most components included with some minor omissions.
	1 point	Limited inclusion of required components to topic.
	0	Instructions not followed, major omissions noted.
SYNTHESIS	3 points	Creative, adequate integration/synthesis of concepts discussed in class, found in relevant scholarly literature, personal experience or derived from other sources.
	2 points	Evidence of understanding of ideas from class with minor problems in extending them or integrating them with other ideas/concepts in the literature.
	1 point	Papers show confusion or omission of relevant ideas/concepts from class. Ideas basically without reference to their relevance or source.
	0	Little reference to relevant ideas from literature or class discussion. Sources of ideas not identified
APA FORMAT	12 points	APA format followed as per guidelines.
	6 points	Some deficits noted in use of APA format.
	2 points	Major deficits in use of APA format.
	0	Did not use APA format.
TOTAL POINTS: _____ / 24	COMMENTS:	