NUR 4828: Leadership, Management and Role Transition
Sections 0W 61, 62, 63, 64, 65, 67 and 68
Department of Nursing Practice
College of Nursing, University of Central Florida
3 credits

COURSE SYLLABUS

Instructor:	Joyce DeGennaro, MSN, RN	Term:	Fall 2020
Office Location:	Virtual	Class Meeting Days:	Online
Office Hours:	By appointment	Class Meeting Time:	Online
Phone:	407-765-8863-cell	Class Location:	Online
Email:	Joyce.degennaro@ucf.edu	Course Modality:	W

University Course Description
Official course descriptions are included in the undergraduate catalog. Professional development and role transition of baccalaureate graduates entering professional nursing practice focusing on principles of leadership and management applied to health care settings.

The Leadership, Management and Role Transition course contains a wealth of information about your future career in nursing. It is designed to explore leadership in nursing as well as transitioning into the role of the professional nurse.
Application of leadership and management principles to the beginning role of the professional nurse

This course is completely on-line and focuses on the different aspects of leadership and management. As the student, you will have the opportunity to examine a variety of aspects of leadership and management methods and styles. You will also develop your professional portfolio. You will investigate a health care issue that can be improved through a process of quality, safety, education for nurses (QSEN) along with other learning opportunities**.**

Student Learning Outcomes (Approved Course Objectives)
Upon completion of this course, the student will:
1. Describe selected theories, concepts, work place trends, and principles related to leadership and management while identifying opportunities for development of leadership potential within the nursing profession.
2. Participate in self-evaluation processes indicating progress toward the role of a professional nurse.
3. Formulate a job search strategy and develop a professional portfolio.
4. Describe the principles of communication, negotiation, collaboration, delegation, and conflict resolution within culturally diverse intra- and interdisciplinary teams as appropriate for nursing practice and leadership roles.

5. Use critical thinking to compare different leadership roles to resolve management issues.
6. Apply legal and ethical principles to common problems encountered in leadership roles.
7. Relate current research to safety and the quality improvement process.
8. Critically analyze the nurse, client, and family role in improving the safety, quality and cost effectiveness of the health care system.

Enrollment Requirements (Pre-requisites/co-requisites)

Prerequisite(s): Admission to BSN program or C.I.

Required Texts and Materials

Sullivan, E. (2017). Effective leadership and management in nursing (9th ed.). New York, NY: Pearson. *ISBN: 10:0-13-415311-1*

Student Nursing Handbook (current year posted on UCF CON website)

American Psychological Association. (2020). Publication manual of the American Psychological Association (7th ed.). Washington, DC: APA.

Supplementary (Optional) Texts and Materials

Library resources as suggested
Posted articles

Assessment and Grading Procedures

Course grading
Grades will be posted in Webcourses

Undergraduate Grading Scale %	Grading Scale Based on Points
A = 92 – 100	A = 366 – 400
B+ = 87 – 91	B+ = 346 – 365
B = 83 – 86	B = 330 – 345
C+ = 79 – 82	C+ = 314 – 329
C = 75 – 78	C = 300 – 313
D = 69 – 74.9	D = 276 – 299
F = 68 or Below	F = 275 or Below

Make-up Exams and Assignments
Per university policy, students are allowed to turn in make-up work (or an equivalent, alternate assignment) for university-sponsored events, religious observances, or legal obligations (such as jury duty). In these instances, students must also be excused from class without penalty.

The Undergraduate Catalog states, "Reasons for acceptable absences may include illness,

serious family emergencies, special curricular requirements (e.g., judging trips, field trips, professional conferences), military obligations, severe weather conditions, and religious holidays,"

Late Work Policy
Late work will NOT be accepted after 7 days, unless there are documented, unforeseen circumstances which will be discussed with the instructor prior to the due date and time. You are expected to plan accordingly to ensure that you meet all published deadlines. In the event something occurs that may jeopardize your ability to meet a deadline, contact the instructor immediately via Course Mail. Arrangements must be made at least 24 hours in advance and grading penalties may be associated with late assignments. If a student fails to contact the instructor in advance, the assignment may not be accepted.

Attendance/Participation
Students are expected to access the course, at minimum, 3 times weekly. Students who do well in the course access coursework daily to keep up with announcements, assignments, and feedback. There are no course points awarded/deducted for attendance.

Extra Credit
There is no specific extra credit assignment. Extra credit may be offered throughout the semester, but it is not guaranteed.

Grade Dissemination
To comply with the Family Educational Rights and Privacy Act (FERPA), grades must not be released to third parties, which includes posting grades by name, SSN, or UCFID.
All grades will be posted in Webcourses within 7 days.

COVID-19 Information
To protect members of our community, everyone is required to wear a facial covering inside all common spaces including classrooms (https://policies.ucf.edu/documents/PolicyEmergencyCOVIDReturnPolicy.pdf). Students who choose not to wear facial coverings will be asked to leave the classroom by the instructor. If they refuse to leave the classroom or put on a facial covering, they may be considered disruptive (please see the Golden Rule for student behavior expectations). Faculty have the right to cancel class if the safety and well-being of class members are in jeopardy. Students will be responsible for the material that would have been covered in class as provided by the instructor.

Depending on the course of the pandemic during the semester, the university may make changes to the way classes are offered. If that happens, please look for announcements or messages in Webcourses@UCF or Knights email about changes specific to this course.

COVID-19 and Illness Notification – Students who believe they may have a COVID-19 diagnosis should contact UCF Student Health Services (407-823-2509) so proper contact tracing procedures can take place.

Students should not come to campus if they are ill, are experiencing any symptoms of COVID-

19, have tested positive for COVID, or if anyone living in their residence has tested positive or is sick with COVID-19 symptoms. CDC guidance for COVID-19 symptoms is located here: (https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html)

Students should contact their instructor(s) as soon as possible if they miss class for any illness reason to discuss reasonable adjustments that might need to be made. When possible, students should contact their instructor(s) before missing class.

In Case of Faculty Illness – If the instructor falls ill during the semester, there may be changes to this course, including having a backup instructor take over the course. Please look for announcements or mail in Webcourses@UCF or Knights email for any alterations to this course.

Course Accessibility and Disability COVID-19 Supplemental Statement – Accommodations may need to be added or adjusted should this course shift from an on-campus to a remote format. Students with disabilities should speak with their instructor and should contact sas@ucf.edu to discuss specific accommodations for this or other courses.

Course Activities/Assignments

Grade Categories	Description of the requirements	Points
Introduction/Bio Discussion	This class discussion is used to introduce students to classmates and also to satisfy the University mandatory attendance requirement. Participation must be completed by the due date published in the course. The University collects participation data on this assignment to determine students' qualifications for financial aid.	15
Professional Portfolio Project	Students will create a cover letter (5 points), and generate a professional resume (5 points) for a professional career portfolio for use as a tool for obtaining career placement.	10
Organizational Assessment Group Project	Students will work in groups to select potential employers and will do searches on the internet to identify the organization, the philosophy, management structure and services offered and will create a Power Point Presentation with the information obtained.	40
QSEN Leadership Change Group Project	Students will work in groups to identify a current nursing or patient care concern, analyze the significance of the concern for nursing practice in relationship to QSEN competencies, provide a case example that illustrates the concern and its related QSEN competency, and synthesize nursing implications from recent research to solve a change/policy issue.	50
Peer Evaluation QSEN	Each student will evaluate team members for the QSEN project	15
IHI Modules Individual	Students will complete IHI Modules on www.ihi.org Once all modules are completed, a Final Certificate of Completion will be submitted via Webcourses.	100

Medical Errors Quiz Florida Laws & Regulation Quiz	Students will complete quizzes that cover Medical Errors and Florida Laws & Regulations. (10 Points each)	20
Discussion Posts & Responses	There will be 4 discussion posts regarding relevant topics of nursing leadership and management. (10 Points each) Discussion Rubric: Module 2; Module 6; Module 8; Module 11	40
Interactive Activity Assignment	There will be an assignment regarding budgeting, staffing and scheduling that will reinforce what is learned in the module. Interactive assignment link https://materia.ucf.edu/play/73tU8/steps-in-problem-solving	10
Quizzes & Final Exam	There will be 3 quizzes covering Modules 1-10. The Final Exam will be the 4th quiz which will cover Modules 11-14. (25 Points each)	100

Total Points 400

Important Dates to Remember

Classes begin	Monday, August 24, 2020
Late registration ends	Friday August 28, 2020
Drop/Swap Deadline (last day refund)	Thursday, August 27, 2020 at 2359
Confirmation of academic activity	Friday August 28 at 1700
Withdrawal deadline	Friday, October 30, 2020
Classes end	Friday, December 4, 2020
Final examination period	Monday, December 7, 2020 - Saturday, December 12, 2020
Commencement	Friday, December 18, 2020 - Saturday, December 19, 2020
Grades due in MyUCF	Wednesday, December 16, 2020 at 1200
Grades available on MyUCF	Friday, December 18, 2020 at 0900
Holidays	
Labor Day	Monday, September 7, 2020
Veterans Day	Wednesday, November 11, 2020
Thanksgiving	Wednesday, November 25, 2020- Saturday, November 28, 2020

Additional Policy Statements

Academic Integrity

The Center for Academic Integrity (CAI) defines academic integrity as a commitment, even in the face of adversity, to five fundamental values: honesty, trust, fairness, respect, and responsibility. From these values flow principles of behavior that enable academic communities to translate ideals into action.

https://academicintegrity.org/fundamental-values/

The following definitions of plagiarism and misuse of sources comes from the Council of Writing Program Administrators <http://wpacouncil.org/node/9> and has been adopted by UCF's Department of Writing & Rhetoric.

Plagiarism
In an instructional setting, plagiarism occurs when a writer deliberately uses someone else's language, ideas, or other original (not common-knowledge) material without acknowledg-ing its source. This definition applies to texts published in print or on-line, to manuscripts, and to the work of other student writers.

Misuse of Sources
A student who attempts (even if clumsily) to identify and credit his or her source, but who misuses a specific citation format or incorrectly uses quotation marks or other forms of identifying material taken from other sources, has not plagiarized. Instead, such a student should be considered to have failed to cite and document sources appropriately.

Responses to Academic Dishonesty, Plagiarism, or Cheating
UCF faculty members have a responsibility for your education and the value of a UCF degree, and so seek to prevent unethical behavior and when necessary respond to infringements of academic integrity. Penalties can include a failing grade in an assignment or in the course, suspension or expulsion from the university, and/or a "Z Designation" on a student's official transcript indicating academic dishonesty, where the final grade for this course will be preceded by the letter Z. For more information about the Z Designation, see http://goldenrule.sdes.ucf.edu/zgrade.
For more information about UCF's Rules of Conduct, see http://www.osc.sdes.ucf.edu/.

Unauthorized Use of Class Materials
There are many fraudulent websites claiming to offer study aids to students but are actually cheat sites. They encourage students to upload course materials, such as test questions, individual assignments, and examples of graded material. Such materials are the intellectual property of instructors, the university, or publishers and may not be distributed without prior authorization. Students who engage in such activity are in violation of academic conduct standards and may face penalties.

Unauthorized Use of Class Notes
Third parties may be selling class notes from this class without my authorization. Please be aware that such class materials may contain errors, which could affect your performance or grade. Use these materials at your own risk.

In-Class Recording Policy
Not applicable in online format

Course Accessibility Statement
The University of Central Florida is committed to providing access and inclusion for all persons with disabilities. This syllabus is available in alternate formats upon request. Students with disabilities who need specific access in this course, such as accommodations, should contact the professor as soon as possible to discuss various access options. Students should also connect

with Student Accessibility Services (Ferrell Commons, 7F, Room 185, sas@ucf.edu, phone (407) 823-2371). Through Student Accessibility Services, a Course Accessibility Letter may be created and sent to professors, which informs faculty of potential access and accommodations that might be reasonable.

Campus Safety Statement (not applicable in online environment)
To stay informed about emergency situations, sign up to receive UCF text alerts by going to my.ucf.edu and logging in. Click on "Student Self Service" located on the left side of the screen in the tool bar, scroll down to the blue "Personal Information" heading on your Student Center screen, click on "UCF Alert", fill out the information, including your e-mail address, cell phone number, and cell phone provider, click "Apply" to save the changes, and then click "OK."

Deployed Active Duty Military Students
If you are a deployed active duty military student and feel that you may need a special accommodation due to that unique status, please contact your instructor to discuss your circumstances.

LEAP*RN Policy
All College of Nursing students are required to pay a one-time subscription to LEAP*RN prior to registering for first semester courses.
All courses will be evaluated at the end of the semester via LEAP*RN. All Nursing programs will contain graded assignments and tasks that can only be completed within LEAP*RN. To be successful in your program, you must be able to access and complete assigned items within LEAP*RN.
Directions for accessing LEAP*RN:
• Type https://secure.projectconcert.com/ucf into the URL (search) bar
• Login using your NID and NID password just as you would for Webcourses or myUCF
• For specific instructions on LEAP*RN requirements for this course, please check {enter course specific instructions}

Statute of Limitations Regarding Grades
Following the posting of grades in Webcourses, students have 7 days from the date of the posting to notify the instructor of grade discrepancy. Students are expected to achieve their desired grade through sufficient performance on assignments and exams. Students should not expect to improve grades through negotiations with the instructor. Grades will only be changed to correct calculation and/or input errors.

Grades of "Incomplete"
The current university policy concerning incomplete grades will be followed in this course. Incomplete grades are given only in situations where unexpected emergencies prevent a student from completing the course and the remaining work can be completed the next semester. Your instructor is the final authority on whether you qualify for an incomplete. Incomplete work must be finished by the end of the subsequent semester or the "I" will automatically be recorded as an "F" on your transcript.

Group Work Policy

Group work is an expectation for this course since nurses' work in collaborative teams. For all group activities, names of all group members must be placed on group assignments and be submitted as instructed by the due date. It is the responsibility of each group member to be sure that their name is on the materials.

- If there is an issue with a group member—you are expected to work through it AS a group using conflict resolution techniques. If problems occur with a group member that you cannot resolve—the following procedure is recommended:
- Group leader advises the instructor of the problem in writing and the steps that have been taken to resolve the issue.
- A peer evaluation of all team members will be instituted and grades may be affected accordingly.

Email
Use course e-mail located within the Canvas account to communicate with instructor. For non-course related e-mail, use instructor's office email address. Remember to communicate personal concerns such as information on grades, absences, etc... to the instructor via the course mail or office email and not under a discussion thread which could be read by all with course access. The instructor's office email address should additionally be used if there is a need to contact the instructor if the Canvas account is down or not operational. Check your personal and course e-mail at least every other day (more often is better). It is your responsibility to keep a current email on file with the university as "official" university correspondences will be communicated via this manner. **If you do not receive a reply to an email to the instructor within 2 days, consider reaching the instructor by another method than course email. I attempt to answer emails within 24 hours of receipt on weekdays and within 48 hours on weekends, but it is not guaranteed.** Include "Subject" headings; use something that is descriptive and refer to a particular assignment or topic.

Netiquette
Be courteous and considerate. Being honest and expressing yourself freely is very important but ***being considerate of others online.*** Make every effort to be clear. Online communication lacks the nonverbal cues that fill in much of the meaning in face-to-face communication. Do not use all caps. This makes the message very hard to read and is considered "shouting." Check spelling, grammar, and punctuation (you may want to compose in a word processor, then cut and paste the message into the discussion or e-mail). Sign your e-mail messages. **Never send or post anything that you would not mind seeing on the evening news.**

Webcourses
Canvas (AKA Webcourses) is used exclusively in this course. Canvas will be used to communicate course announcements, posting of all learning material, submission of all assignments and correspondence between faculty and students and among class members. You are expected to log on at least 3 times per week to check announcements, discussions and course e-mail for information and/or feedback.

University Writing Center
The University Writing Center (UWC) is a free resource for UCF undergraduates and graduates. At the UWC, a trained writing consultant will work individually with you on anything you're

writing (in or out of class), at any point in the writing process from brainstorming to editing. Appointments are recommended, but not required. For more information or to make an appointment, visit the UWC website at http://www.uwc.ucf.edu, stop by MOD 608, or call 407.823.2197.

Turinitin.com
In this course, the instructor may use turnitin.com, an automated system which instructors can use to quickly and easily compare each student's assignment with billions of web sites, as well as an enormous database of student papers that grow with each submission will be used. Accordingly, you will be expected to submit all assignments via Webcourses in an electronic format. After the assignment is processed, the instructor will receive a report from turnitin.com that states if and how another author's work was used in the assignment.

Religious Observances
Students are expected to notify their instructor in advance if they intend to miss class to observe a holy day of their religious faith.

*This syllabus may be modified at the discretion of the Faculty. Changes will be discussed in class and/or via Webcourses

FIRST week assignment
As of Fall 2014, all faculty members are required to document students' academic activity at the beginning of each course. In order to document that you began this course, you must complete the following academic activity (Syllabus Quiz) by the end of the first week of classes, or as soon as possible after adding the course. Failure to do so will result in a delay in the disbursement of your financial aid.

The UCF Creed
Integrity, scholarship, community, creativity, and excellence are the core values that guide our conduct, performance, and decisions.

Integrity	I will practice and defend academic and personal honesty.
Scholarship	I will cherish and honor learning as a fundamental purpose of my membership in the UCF community.
Community	I will promote an open and supportive campus environment by respecting the rights and contributions of every individual.
Creativity	I will use my talents to enrich the human experience.
Excellence	I will strive toward the highest standards of performance in any endeavor I undertake.

Schedule (Subject to Change/Revision)

Date	Topic	UCF Dates
Week 1 Module 1	Introducing Nursing Management Sullivan Chapter 1 **Assignment** • Introduction/discussion due Friday August 28, 2020 at 1700 • Requirement for Financial Aid	**Classes begin Monday, August 24, 2020** **Late registration ends Friday August 28, 2020** **Drop/Swap Deadline (last day refund) Thursday, August 27, 2020 at 2359** **Confirmation of academic activity Friday August 28 at 1700**
Week 2 **Module 2**	Designing Organization/Delivering Nursing Care Chapters 2-3 **Assignment** • Module 2 Discussion • Original post due 9/6/20 at 2359 • Response due 9/9/20 at 2359 **Assignment** • Group Organizational Assessment Topic due 9/20/20	
**Labor Day Monday, September 7, 2020**	
Week 3 **Module 3**	Leading, Managing, Following Initiating & Managing Change Chapters 4-5 **Assignment** • Quiz 1 over Modules 1-3, due 9/20 • Correct answers viewing time 9/21 at 0300 to 9/23 at 0300	
Week 4 Module 4	Managing and Improving Quality Medical Errors Chapter 6 **Assignment** • Medical Errors Quiz, due 9/27 • Correct answers viewing time 9/28 at 0300-9/30 at 0300	
Week 5 Module 5	Understanding Legal & Ethical Issues Understanding Power & Politics Handling Collective Bargaining Issues Florida Laws & Regulations Chapters 7, 8 & 25 **Assignment** • Florida Laws & Regulations Quiz due 10/4 • Correct answers viewing time 10/5 at 0300-10/8 at 0300	
Week 6 Module 6	Thinking Critically, Making Decisions, Solving Problems Chapter 9 **Assignment** • Module 6 Discussion Original post due 10/11 at 2359 • Response due 10/14 at 2359	

	Assignment • Group QSEN Change Project Topic due 10/11 at 2359	
Week 7 Module 7	Communicating Effectively Delegating Successfully Chapters 10-11 **Assignment** • Quiz 2 over Modules 4-7 due 10/18 at 2359 • Correct answers viewing time 10/19 at 0300- 10/22 at 0300	
Week 8 Module 8	Building & Managing Teams Handling Conflict Managing Time Chapters 12-14 **Assignment** • Module 8 Discussion Original post due 10/25 • Response due 10/28 at 2359	
Week 9 Module 9	Budgeting & Managing Fiscal Resources Recruiting & Selecting Staff Staffing & Scheduling Chapters 15-17 **Assignment** • Individual Assignment on budgeting, staffing and scheduling due 10/25 at 2359 **Assignment** • Group Organizational Assessments, due 11/1	
Week 10 Module 10	Motivating & Developing Staff Evaluating Staff Performance Feedback & Coaching, Disciplining & Terminating Staff Chapters 18-20 **Assignment** • Quiz 3 over Modules 8-10 11/15 at 2359 Correct answers viewing time at 11/16 at 0300- 11/19 at 0300	
	Veterans Day Wednesday, November 11, 2020	
Week 11 Module 11	Managing Absenteeism, Reducing Turnover, Retaining Staff Dealing with Disruptive Staff Problems Preventing Workplace Violence Chapters 21, 22 & 24 **Assignment** • Module 11 Original post due 11/15 at 2359 • Response due 11/18 at 2359	
Week 12 Module 12	Preparing for Emergencies Chapter 23	**Withdrawal deadline Friday, October 30, 2020**

	Assignment • Individual IHI Modules (18 CEU's) • Due 11/22 at 2359	
	Thanksgiving Wednesday, November 25, 2020- Saturday, November 28, 2020	
Week 13 Module 13	Advancing Your Career Imagining the Future Chapters 27-28 **Assignment** • Resume & Cover Letter due 11/29 at 2359	
Week 14 Module 14	Managing Stress Chapter 26 **Assignment** • Group QSEN Change Project due 11/29 at 2359 Peer evaluation due 11/29 at 2359	
Week 15	**Assignment** • Quiz 4 due 12/7 at 2359 (Finals week) • Correct answers viewing time 12/8 at 0300- 12/11 at 2359	**Classes end Friday, December 4, 2020**
Final examination period Monday, December 7, 2020 - Saturday, December 12, 2020		
Grades available on MyUCF Friday, December 18, 2020 at 0900		
Commencement Friday, December 18, 2020 - Saturday, December 19, 2020		