# NURSING 463

## NURS 463: Leadership and Management in Professional Nursing, Fall 2025

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| **Instructor** | Melissa Rea, MSN, RN, GCNS    Katie Thomas, MSN, RN, CNS |
| **E-mail** | Mr144@evansville.edu; Kt149@evansville.edu |
| **Course Meeting Days and Time** | Wednesday 2pm – 4:30pm |
| **Office Hours** | Monday  and Wednesday 10am – 12pm or Thursdays by appointment |

## Catalog Description:

Focuses on principles of leadership and management as they are practiced in nursing.  Concepts of organizational behavior, transformational and transactional leadership are emphasized along with client advocacy, change agency, power, and politics. Prerequisite: Completion of all junior level courses or admission to the RN to BSN option.

## Credit Hour Policy Statement:

Standard lecture:

"This class meets the federal credit hour policy of 1 hour of class with an expected 2 hours of additional student work outside of class each week for approximately 15 weeks for each hour of credit, or a total of 45-75 total hours for each credit." (Def 1)

## Course Learning Objectives:

| **End of Program Learning Outcomes:** The professional nurse graduating from this program has the following attributes: | **Course-level Objectives:** Upon completion of NURS 463, the participant learner will: | **Learning Activities/Evaluation:** |
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| Collaborate as a member of a multidisciplinary team within an integrated healthcare system. | • Apply principles of managing and coordinating client care utilizing delegation and supervision guidelines.<br>• Compare communication strategies used to ensure attainment of quality outcomes, manage conflict, implement change, and enhance accountability within healthcare institutions. | • Reading assignments<br>• Classroom discussion<br>• Case studies<br>• Course exams<br>• Personality/leadership assessment<br>• Cover letter/ resume |

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| | • Identify skills needed to develop, and build teams including negotiation, and conflict management.<br>• Analyze the relationships among power, influence, and problem solving in effecting change within health care organizations.<br>• Understand the nurse's responsibility to balance human, fiscal, and material resources to achieve quality health care outcomes | |
| Demonstrate a professional identity with an ethical and legal framework. | • Articulate personal beliefs and values and their impact on leadership styles.<br>• Analyze dilemmas in nursing leadership using ethical and legal standards of the profession<br>• Understand professional responsibilities outlined in the nurse's scope of practice. | • Reading assignments<br>• Case studies /simulations<br>• Classroom discussion<br>• Course exams<br>• Cover letter/resume<br>• Leader of the class |

## Methods of Instructions:

_Scrambled classroom_: reading/online module completion prior to class, active classroom discussion and activities, role playing, group activities, group testing, case studies, and mentoring.

## Textbooks and Required Reading:

**Electronic Books and Resources:**

_You are required to maintain an active ATI account. Any of the program books or resources may be used as references in this course. This course will utilize the_ **ATI RN Leadership content mastery exam along with additional resources.**

**Print Books:**

American Psychological Association (2020). _Concise guide to APA Style_ (7th ed.). American

   Psychological Association. https://doi.org/10.1037/0000173-000

Patterson, K., Grenny, J., McMillan, R., & Switzler, A. (2002). _Crucial conversations: Tools for talking when stakes are high_

   (2nd ed.). McGraw Hill.

**\*\*Note: Copies of _Crucial Conversations_ are available at Harlaxton.**

Zerwekh, J. and Gameau, A. Z. (2023). _Nursing today: Transitions and trends_ (11th ed.). Elsevier.

## Grading Criteria:

**Evaluation:**

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| Participation | 20% |
| Quizzes/Ticket to Class | 10% |
| Exams: Exam 1- 10%, Exam 2- 10%, Exam 3- 15%, Final Exam- 20%. | 55% |
| Résumé and cover letter | 10% |
| ATI proctored exam | 5% |
| Total                                              100% | |

**Program Grading Scale:**

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| A = 92 or above | C+ = 80 - 78 | I = Incomplete |
| A- = 91 - 90 | C = 77 - 75 | W = Withdrew from course |
| B+ = 89 - 88 | D = 74 - 70 | |
| B = 87 - 84 | F = 69 or below | |
| B- = 83 - 81 | | |

The minimum passing grade for this course is 75%. **In order to earn a minimally passing final course grade of C or higher in this course, examination scores must** average **at least 75% using the course-designed weighted exam scores.** Quizzes and other assignments are not included in this weighted test average. **Students who do not earn a 75% weighted examination average will earn a letter grade of no higher than a D for the course, regardless of their overall course average.**

**Please be aware that grades posted on BlackBoard are not official grades and may not reflect deductions for tardiness or absence.**

**NO PDF versions of written assignments are allowed to be submitted.**

**Late Assignments:**

- Unless the student makes previous arrangements with the instructor, any assignments turned in late (according to the digital time stamp on BlackBoard, email, etc.) will have a 50% penalty deduction. Any assignments turned in more than 24 hours late (according to the digital time stamp on BlackBoard, email, etc.) will earn a 0%. Regardless of the grade or penalty, **all assignments must be turned in** to successfully pass this course.
- Students will not be allowed to attend class if they have not completed the Ticket to Class or discussion board due the Sunday before class (11 PM CST). This will be considered an unexcused absence and will result in a 2% deduction from overall grade. Exceptions will only be made if there is an official, documented reason through the university.

## Withdrawal and Attendance policies:

Harlaxton College expects regular class attendance by all students. Students are considered sufficiently mature to appreciate the necessity of regular and punctual attendance, to accept this personal responsibility and to accept the consequences of failure to attend. When absences occur due to emergency or medical

reasons, students are expected to notify their instructors of the absence prior to class or to seek the assistance of the College nurse or a member of the Student Experience Team for help in notifying instructors.

Instructors have the authority to grant excused absences for medical, psychological, or personal reasons upon review of appropriate documentation and professional recommendation supporting such a request. In the event of long-term illness, reasonable accommodations will be made to allow a student to complete a course. In these cases, the Dean will need to approve the long term nature of the accommodation.

The Dean of Harlaxton College has the authority to grant excused absences for medical, psychological, or personal reasons.

Each instructor is expected to maintain an attendance policy in keeping with the nature of the Harlaxton program and may consider it in evaluating performance in their courses.

**Policy Governing Unexcused Absences:**
Harlaxton College operates an attendance policy that is binding on all faculty and students. The number of unexcused absences that are allowed before incurring a penalty is related to the number of times a class meets each week. For courses which meet three times a week, students are allowed a maximum of three unexcused absences during the semester without attracting penalty points. For courses meeting twice a week two such absences are permitted, and for courses meeting once a week a single absence is allowed. Additional unexcused absences will attract a grade penalty.

Attendance in a scrambled classroom environment consists of active participation. This may include but is not limited to contributing to classroom discussion, in class learning activities, or group quizzes and testing.
You are accountable for knowing and meeting the expectations of Attendance, Participation, and Assignments in the University of Evansville Baccalaureate Program in Nursing Student Handbook. Active participation in the classroom sessions and course activities are essential to meet the course objectives. You are expected to attend all classes, and if you miss a class, you are responsible for all missed content and assignments. Attendance and punctuality will be recorded for each class session.
<u>Unexcused Absences and Tardiness:</u>
1. 2% will be deducted from the final course grade for each day of unexcused absence.
2. 1% will be deducted from the final course grade for each tardy incidence.
> *For example: If your final grade is 86% and you have on unexcused absence, your final course grade will be an 84%. If you have two unexcused absences, your final grade will be an 82%.*

**Policy Governing Excused Absences.**
- Excused absences are not given to facilitate student travel independent of College-sponsored travel.
- Students may be permitted to miss class because of participation in academic field trips.
- Instructors must co-ordinate and confirm academic fieldtrips with the Dean, prior to the commencement of the Semester to ensure their inclusion in the Semester timetable.

- Where authorization for an academic fieldtrip is requested after the commencement of the semester, the request must be submitted to the Dean.

The following information is required:

• Purpose and brief description of the official Harlaxton event or academic fieldtrip.
• Dates, location, and times (as applicable).
• Alphabetical list of students involved [Last Name/First Name] along with their student identification number.

If approval is granted:
• Instructors affected will be notified at least one week prior to the class period during which absence is anticipated, or as soon as possible.
• Missed class time due to student participation is to be considered an excused absence.
• The grade of a student may not be lowered in any class due to excused absences.
• It is the student's responsibility - to take the initiative by consulting with their instructors before the absence occurs, and - to do what is required by the instructor to make up all missed assignments and/or examinations.
• Instructors are required to assist students in these occasional situations of excused absences.


## Honor Code:

All students at the University of Evansville agree to the University honor code: *I will neither give nor receive unauthorized aid, nor will I tolerate an environment that condones the use of unauthorized aid.*

**AI may be used only with prior permission or direction by the instructor**.

• All work submitted in this course must be your own.
• The use of generative AI composition tools, such as those offered by ChatGPT, Google Bard etc. is prohibited in this course except for specific assignments and subject to the instructor's guidelines.
• Work generated by such tools without proper attribution is plagiarism and, thereby, a breach of the University's Plagiarism and Academic Honesty policy.


## Disability Policy:

It is the policy and practice of the University of Evansville to make reasonable accommodations for students with properly documented disabilities. Students should contact Disability Services within the Office of Counseling Services by calling 812-488-2663 to seek services or accommodations for disabilities. Written notification to faculty from Disability Services is required for academic accommodations.

The University of Evansville Disability Services office will share the request for academic accommodations with the Academic Support team at Harlaxton College. Staff members at Harlaxton will meet individually with students to discuss needs and provide additional information related to examinations or other assessments.

Students from partner institutions should provide the appropriate letter of accommodation from their institution to the Academic Support team at Harlaxton College.

## Non-Discrimination Statement

The University of Evansville expects all members of its community to treat each other with respect and civility. Harassing behaviors directed towards any member of our community will not be tolerated. As part of its commitment to non-discrimination, the University specifically prohibits harassment based on any other characteristics set forth in its nondiscrimination statement as follows: including race, color, gender, gender identity and expression, sexual orientation, creed or religion, national origin, age, disability, veteran status and all federally protected groups/classes. Any form of harassment undermines the mission of the University and negatively impacts the University community as a whole.

## Complaints, Grievances, and Appeals

The University of Evansville seeks to resolve all student concerns in a timely and effective manner through policies and processes documented in the University Course Catalog and Student Handbook.

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## Prohibited Conduct and Confidentiality

The University of Evansville is committed to fostering an atmosphere free from harassment and discrimination. This commitment includes identifying problems that may lead to sexual harassment and misconduct, as well as other forms of harassment and discrimination, by creating an atmosphere in which the entire University community is sensitive to preventing prohibited conduct. Additionally, the University is committed to providing support and resources to individuals who have experienced prohibited conduct. This commitment includes effectively responding when a student, visitor, guest or program participant is the victim of prohibited conduct.

All campus employees, students, and guests are required to abide by the Title IX and Other Sexual Harassment and Misconduct Policy, the Harassment and Discrimination Policy, and the Consensual Sexual or Romantic Relationships Between Employees and Students Policy. Violation of these policies could result in disciplinary action, up to and including expulsion for students and termination for employees.

Faculty members at the University of Evansville are considered "Responsible Employees" under the applicable federal guidelines and the University's policies. This means that I am unable to offer you confidentiality if you report any incidence of prohibited conduct to me as defined by Title IX statute. If I am made aware of a violation, I am required to report any known information to the Office of Institutional Equity.

You may choose to report the violation yourself the following ways:
Email: · Annie Sills, Assistant Director of Institutional Equity and Title IX Coordinator: cs175@evansville.edu ·

Keith Gehlhausen, Executive Director of HR and Institutional Equity: kg77@evansville.edu ·
Title IX: titleix@evansville.edu
Phone: 812-288-5261
Online: https://www.evansville.edu/safety/report.cfm

You may also choose to speak with a Confidential Resource. Confidential Resources are required to maintain confidentiality and cannot report violations to the Office of Institutional Equity:
## University of Evansville
- Counseling Services: counselingservices@evansville.edu, 812-488-2633
- Health Center Professionals: healthcenter@evansville.edu, 812-488-2033
- University Chaplain: chaplain@evansville.edu, 812-488-5262

## Harlaxton College
- College Nurse: Lesley Selby, RGN, +44 01476 403027, lselby@harlaxton.ac.uk
- Counselling Services: counselling@harlaxton.ac.uk

Access the links below to connect with departments and resources that are here to support all UE students.

*Academic Services:* Contact the Center for Academic Advising to connect with academic support services including supplemental instruction, tutoring, and time management and study skills help.

*Blackboard Guides*: Blackboard is the University of Evansville's course management system for online courses. Guides on using Blackboard can be found within MyUE.

*Writing Center :* The Writing Center provides access to writing resources, appointments for one-on-one writing help, and assistance with any stage of the writing process.

*Counseling Services:*. Counseling Services provides general, short-term counseling that assists students in identifying barriers and setting goals while improving coping strategies to achieve personal and academic goals.

*University Libraries:* Conduct research, access resources, and contact librarians for any research related help.

## Course Schedule:

*Please note events and assignments may be subject to change. See calendar in Blackboard for specific due dates.*

| Date | Content | Readings & Assignments |
|---|---|---|
| Week 1 | Overview & Introduction<br>Professionalism and Leadership | Syllabus<br>2025-2026 BSN Handbook<br>**Start working on your resume and cover letter**<br><br>Module Pre-Work |
| Week 2 | Legal and Ethical Issues<br>Nursing Scope of Practice | Module Pre-Work<br>Book Club |
| Week 3 | Diversity and Inclusion in Healthcare | Module Pre-Work<br>Book Club |
| Week 4 | Professional Communication and Conflict Resolution | Exam 1 |
| Week 5 | Healthcare systems<br>Political Influence | Module Pre-Work<br>Book Club |
| Week 6 | Priority Setting Framework<br>Dister planning and emergency response | Module Pre-Work<br>Book Club |
| Week 7 | Staffing/Scheduling<br>Staff Development and Performance Improvement<br>Collective Action/Workforce Engagement | Module Pre-Work<br>Exam 2 |
| | **FALL BREAK** | |
| Week 8 | Information Technology<br>Artificial Intelligence<br>Paper Documentation | Module Pre-Work<br>Book Club |

| Week 9 | Introduction of Managing Client Care | Module Pre-Work<br>Book Club |
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| Week 10 | Continuity of Care, Case Management and Discharge Planning | Module Pre-Work<br>Exam 3 |
| Week 11 | Building an Effective Team<br>Interprofessional Collaboration<br>Professional Certifications and Staff Education and Advancement | Module Pre-Work<br>Book Club |
| Week 12 | Stress and Coping<br>Managing Personnel, Diversion, Healthcare worker Substance Abuse | Module Pre-Work<br>Book Club |
| Week 13 | Managing Quality and Risks | Module Pre-Work<br>Book Club |
| **Week 14** | | **FINAL EXAM** and ATI Leadership Exam |