



**Course Syllabus:  
NURS 4304-280 - Leadership in Nursing**

Robert D. & Carol Gunn College of Health Sciences & Human Services  
Wilson School of Nursing  
Spring 2025

**Contact Information**

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**Class Times & Place:**

Tuesday and Thursday 4:00 pm-5:50 pm-Centennial Hall - Room 101  
Small Group Visit to the Museum - 2 Eureka Circle

**Course Description**

Emphasis is on leadership as a BSN graduate, as well as the management of nursing care and personnel in various healthcare settings. Theories of leadership, management, economics, and change are explored including the varying patterns of healthcare delivery. Strategies for implementing change are discussed. Patient safety as well as the assessment and evaluation of quality within an organization are explored.

**Course Content**

1. Teamwork and Communication
2. Conflict management
3. Decision-making
4. Delegation and prioritization
5. Group process
6. Change within organizations
7. Quality Improvement
8. Patient Safety
9. Ethics and professional boundaries
10. Project planning
11. Organizational culture

12. Staff education
13. Time management and client priorities

### Course Objectives

1. Analyze theories of management and leadership in professional nursing practice.
2. Utilize the components of the problem-solving and decision-making processes.
3. Examine principles of change theory, motivation, and creativity in relation to organization and management in nursing.
4. Implement concepts of group theory and dynamics.
5. Demonstrate responsibility in self direction.
6. Describe cost containment methods and the budgeting role of the manager.
7. Analyze select situations and select performance evaluation procedures.
8. Examine legal, social, and ethical trends which impact on the organization and the delivery of health care.
9. Identify research findings applicable to leadership and management situations.

### American Association of Colleges of Nursing (AACN) Essentials

For further information regarding the AACN Essentials identified for each course objective, refer to <http://www.aacn.nche.edu/education-resources/baccessentials08.pdf>

### Differentiated Essential Competencies (DEC):

In the DEC below the following designations apply:

- I: Member of the Profession
- II: Provider of Patient-Centered Care
- III: Patient Safety Advocate
- IV: Member of the Health Care Team

For further information regarding the competencies identified in each course, refer to <https://www.bon.texas.gov/index.asp>

Objectives	AACN Essentials	DEC Competencies
1. Analyze theories of management and leadership in professional nursing practice.	I, II, III, VI, VII, VIII, IX	I: A,C,D II: A,B,C,F,H III: A,B,C,E,F IV: D,E,F,G
2. Utilize the components of the problem-solving and decision-making processes.	II, III, IV, VI, VII, VIII, IX	I: B,C,D II: A,B,C,E,F,G,H III: A,B,C,E,F IV: A,B,C,D,E,F,G

3. Examine principles of change theory, motivation, and creativity in relation to organization and management in nursing.	I, II, III,VI, VII, VIII, IX	I: C II: A,B,C,G III: B IV: A,D,E,G
4. Implement concepts of group theory and dynamics.	I, II, III, VIII, IX	I: C,D II: B,C,D,E,F,G,H IV: A,B,C,E,F,G
5. Demonstrate responsibility in self-direction.	III, VI, VIII, IX	I: A,B,C,D II: A,B,C III: A,D,E,F
6. Describe cost containment methods and the budgeting role of the manager.	V, IV, VIII, IX	I: C II: A,H IV: C
7. Analyze select situations and select performance evaluation procedures.	VI, VIII, IX	I: B,C II: A, H III: B,C,D,F,E IV: A,B,D,F
8. Examine legal, social, and ethical trends which impact on the organization and the delivery of health care.	I, II, III, V, ,VI, VII, IX	I: A,B,C,D II: A,B,E III: A,B,C,E,F IV: B,C,F,G
9. Identify research findings applicable to leadership and management situations.	III, IV, IX	I: A,C II: A,B,C,E,F,G,H III: A,B,C IV: B, C,E

## Textbook & Instructional Materials

### Required Electronic Textbook with Course Activities:

**Lippincott Course Point with eBook included**– Huston: Leadership Roles and Management Functions in Nursing: Theory and Application, Eleventh Edition  
[//lippincottdirect.lww.com/NursingEducation-MidwesternStateUniversityWichitaFalls-Spring2025](http://lippincottdirect.lww.com/NursingEducation-MidwesternStateUniversityWichitaFalls-Spring2025)

**Nursing Leadership-Spring 2025, Class Code: 1HEAYGKQFJB7.** Please register for the class by the end of the first week of class.

### Optional Hardcopy Edition –

Huston, C. (2024). Leadership Roles and Management Functions in Nursing Theory and Application (11th ed.) Wolters Kluwer Health - Lippincott Williams & Wilkins, Philadelphia, PA. (ISBN: 978-1-9751-9306-5).

### Optional Textbook –

LaCharity, L., Kumagai, C. & Bartz, B. (2022) Prioritization, Delegation, and Assignment: Practice Exercises for the NCLEX Examination (5th Edition). Elsevier. ISBN-13: 978-0323683166

**Examsoft and D2L Respondus:** Exams will be administered via Examsoft.

**Top Hat:** Top Hat will be utilized in this course. Join Code: **382357**

## Grading

Assignment	Grading Percent
Exam 1	25%
Exam 2	25%
ATI	10%
Lippincott Activities (30)	10%
Activity Points – Top Hat -5% D2L -5%	10%
Professional Paper & Presentation	20%
Total	100%

Total percent for final grade. The final course average of 74% or above is required to successfully pass this course. This includes all assignments and exams. **No grades will be rounded.**

ATI points will be added to final grade once the student has met the minimal exam average requirement.

Grade	Percent
A	90-100
B	80-89
C	74-79
D	65-73
F	Less than 64

## Exams

Two exams comprised of 50 questions will be administered using Examsoft. The student will be given 80 minutes for each exam. The exams will reflect content from in-class discussions, case studies, assigned readings, and activities. If additional remediation/help is required, make an appointment to review the course content. You will not be able to view the exam questions during remediation.

If a student anticipates their absence from an exam, he/she *must notify the course instructor at least two hours prior to the exam*. Notification for an absence due to an unexpected cause must be provided to the instructor as soon as possible following the incident. Failure to comply with this policy will result in a zero for the exam. Make-up exams will be offered at the discretion of the instructor. Following a missed exam, failure to attend the scheduled make-up exam will result in the recording of a grade of zero (0) in the gradebook.

## ATI Activities

1. Each student is required to purchase ATI Testing.
  - Pay for access through the Mustang Marketplace.
  - If you are not a current user on [www.atitesting.com](http://www.atitesting.com), you must create a new account to access the student portal or to make a purchase from ATI's online store. Follow the steps on the How to Create a New Account information from to create a new account.
2. Maximum grade possible is 10 /10 = 100%.
3. Grading is calculated as follows:
  - Practice Assessment A score  $\geq$  to 90%: 1 point
  - Practice Assessment B score  $\geq$  to 90%: 1 point
  - Standardized Proctored assessment:
    - Level 3 = 4 points
    - Level 2 = 3 points
    - Level 1 = 1 point
    - Below level 1 = 0 points
      - If student scores  $<$  Level 2 on first attempt, an **optional** retake will be offered. The higher of the two scores will be placed in the gradebook.
  - Standardized proctored assessment remediation:
    - Earned level 3: Three Critical Points worksheet on three missed topics. All columns must be complete for credit = 4 points
    - Earned level 2: Three Critical Points worksheet on six missed topics. All columns must be complete for credit = 4 points
    - Earned level 1: Three Critical Points worksheet on every topic missed. All columns must be complete for credit = 4 points
    - Earned less than a level 1: Three Critical Points worksheet on every topic missed. All columns must be complete for credit = 4 points
4. ATI points will be added to final grade once the student has met the minimal exam average requirement
5. Late work policies do not pertain to ATI

## Lippincott Modules and Videos

The thirty (30) activities in Course Point Plus, composed of twenty (20) interactive modules and ten (10) video activities, will be opened at the beginning of the semester with due dates posted on the course calendar. All CoursePoint

module and video assignments are due at 2330. The activities will follow the course content. There is unlimited access to the activity for the student to be able to achieve a grade of 100%. The student will be given credit based on the highest score of the activity.

### **Activity Points**

Students will have the opportunity to earn course activity points through classroom participation in Top Hat questions/discussion and assignments in D2L. These assignments will be made at the discretion of course faculty and are not available as make-up assignments.

### **Desire-to-Learn (D2L)**

Extensive use of the MSU D2L program is a part of this course. Each student is expected to be familiar with this program as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into [D2L](#) through the MSU Homepage. If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

### **Attendance**

Students are expected to attend all meetings of the classes in which they are enrolled. Although in general students are graded on intellectual effort and performance rather than attendance, absences may lower the student's grade where class attendance and class participation are deemed essential by the faculty member.

### **Late work:**

Late work will be accepted under exceptional circumstances, subject to a penalty. Students must communicate with the instructor in advance or as soon as possible afterwards to discuss the situation.

### **Online Computer Requirements**

This class requires you to have access to a computer (with Internet access and Examsoft) to complete and upload your assignments. It is your responsibility to have (or have access to) a working computer in this class. *Assignments and tests are due by the due date, and personal computer technical difficulties will not be considered reason for the instructor to allow students extra time to submit assignments, tests, or discussion postings. Your computer being down is not an excuse for missing a deadline or exam!!* If you have technical difficulties in the course, there is also a student helpdesk available to you. The college cannot work directly on student computers due to both liability and resource limitations however they are able to help you get connected to our online services. For help, log into [D2L](#).

## **Instructor Class Policies**

1. Students are accountable for information in the learning management system (D2L). All communication for this course will be through D2L News.
2. Personal computers will be utilized for testing purposes. Students are accountable to maintain their charge on the computers or bring an extra battery for testing.
3. You are expected to participate in class discussions and be a good team member.

## **College Policies**

### Desire-to-Learn (D2L) & Course Point Plus (+)

Extensive use of the MSU D2L & Lippincott Course Point Plus program is a part of this course. Each student is expected to be familiar with these programs as it provides a primary source of communication regarding assignments, examination materials, and general course information. You can log into D2L through the MSU Homepage. For assistance email, [d2lhelp@msutexas.edu](mailto:d2lhelp@msutexas.edu). You can log onto Course Point Plus at [thepoint.lww.com/activate](http://thepoint.lww.com/activate). For assistance, 1-800-468-1128 or [techsupp@lww.com](mailto:techsupp@lww.com). If you experience difficulties, please contact the technicians listed for the program or contact your instructor.

### Classroom Etiquette

Students are expected to act respectful to all peers, faculty, and guests during online environment, face-to-face, and in clinical settings. Cell phones and pagers must be turned off or placed in silent mode before class begins. Should emergency communication need to be made, the student must step outside of the classroom.

Students are responsible for lecture/discussion content, all assigned readings, and audio-visual materials on written exams. If the lecture material is more current than the textbook, lecture material takes precedence.

### Weather Closure Practices

In the event of severe weather conditions or other emergencies, class cancellations and closure information will be communicated through official campus channels, including MSU Alert, MSU Safety app, Postmaster (email), and the MSU website. Students are advised to check these platforms regularly for updates and follow safety guidelines provided by the institution. Adjustments or modifications to scheduled class content will be communicated through D2L.

### MSU Student Handbook

Refer to: [MSU Student Handbook](#)

### Instructor Drop

An instructor may drop a student at any time during the semester for excessive absences, for consistently failing to meet class assignments, for an indifferent attitude, or for disruptive conduct. The instructor must give the students a verbal or written warning prior to being dropped from the class. An instructor's drop of a student takes precedence over the student-initiated course drop of a later date. The instructor will assign a grade of either WF or F through the 8th week of a long 45 hours semester, the 6th week of a 10 week summer term, or the 11th class day of a 4 or 5 week summer term consisting of 20 days. After these periods, the grade will be an F. The date the instructor drop form is received in the Office of the Registrar is the official drop date. Refer to page 27 at <https://msutexas.edu/student-life/assets/files/handbook.pdf>.

### Academic Dishonesty

All students are expected to pursue their scholastic careers with honesty and integrity. Academic dishonesty includes, but is not limited to, cheating on a test or other course work, plagiarism (offering the work of another as one's own), and the unauthorized collaboration with another person. Students found guilty of dishonesty in their scholastic pursuits are subject to penalties that may include suspension or expulsion from the University.

All written work submitted for evaluation is to be the work of the student who submits it. The faculty considers collaboration during examinations or obtaining previous test questions from past students as cheating and cheating is in violation of Midwestern State University Policy. A score of zero (0) will be given for students participating in collaboration of tests and any other paperwork.

*By enrolling in this course, the student expressly grants MSU a "limited right" in all intellectual property created by the student for the purpose of this course. The "limited right" shall include, but shall not be limited to, the right to reproduce the student's work product in order to verify originality and authenticity, and for educational purposes.*

### Services for Students with Disabilities

In accordance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, Midwestern State University endeavors to make reasonable accommodations to ensure equal opportunity for qualified persons with disabilities to participate in all educational, social, and recreational programs and activities. After notification of acceptance, students requiring accommodations should make application for such assistance through Disability Support Services, located in the Clark Student Center, Room 168, (940) 397-4140. Current documentation of a disability will be required in order to provide appropriate services, and each request will be individually reviewed. For more details, please go to [Disability Support Services](#).



### Campus Carry Policy

Effective August 1, 2016, the Campus Carry law (Senate Bill 11) allows those licensed individuals to carry a concealed handgun in buildings on public university campuses, except in locations the University establishes as prohibited. The new Constitutional Carry law does not change this process. Concealed carry still requires a License to Carry permit, and openly carrying handguns is not allowed on college campuses. For more information, visit [Campus Carry](#).

### Active Shooter

The safety and security of our campus is the responsibility of everyone in our community. Each of us has an obligation to be prepared to appropriately respond to threats to our campus, such as an active aggressor. Please review the information provided by MSU Police Department regarding the options and strategies we can all use to stay safe during difficult situations. For more information, visit [MSUReady - Active Shooter](#). Students are encouraged to watch the video entitled "*Run. Hide. Fight.*" which may be electronically accessed via the University police department's webpage: "[Run. Hide. Fight.](#)"

### Alcohol and Drug Policy

To comply with the Drug Free Schools and Communities Act of 1989 and subsequent amendments, students and employees of Midwestern State are informed that strictly enforced policies are in place, which prohibits the unlawful possession, use or distribution of any illicit drugs, including alcohol, on university property or as part of any university-sponsored activity. Students and employees are also subject to all applicable legal sanctions under local, state and federal law for any offenses involving illicit drugs on University property or at University-sponsored activities.

### Grade Appeal Process

Students who wish to appeal a grade should consult the Midwestern State University [Undergraduate Catalog](#)

### Notice

Changes in the course syllabus, procedure, assignments, and schedule may be made at the discretion of the instructor.