University of Nevada, Las Vegas
School of Nursing

Course Prefix and Number  
NURS 772

Course Title  
The Nurse as Leader

Credits  
3 credits

Course Prerequisite  
Admission to the UNLV PhD program or the UNR/UNLV DNP program. Students in the DNP must complete Term 1 courses in the DNP program.

Faculty  
Rhigel A. Tan DNP, RN, APRN, GNP, ANP, PMHNP

UNLV Office and Office Hours  
BHS 426, Monday 10:00 a.m. - 2:00 p.m. Pacific Time and by appointment

Phone  
702-895-3115, fax 702-895-4807 cell 702-882-8484

Email  
M-F: via WebCampus or if WebCampus is unavailable, rhigel.tan@unlv.edu

Response Time  
For e-mails sent to me Monday through Friday (during normal business hours), I will respond within 24 hours. For e-mails sent to me on weekends and holidays, expect a response within 48 hours.

Course Description

Leadership models as templates for nurse educator, advanced practice, or management roles and relationships; mentorship, service and knowledge dissemination as leadership activities; use of informatics as leadership resource; impact of diversity on ethical leadership practices.

Please note: The instructor reserves the right to make changes to this syllabus during the semester if determined to be needed to best address the specific needs of the class.

Objectives and Outcomes

By the end of the semester the student will be able to:

Course Objectives

1. Perform ongoing self-analysis of leadership behaviors through self-reflection and assessment of interpersonal skills and emotional intelligence.
2. Analyze leadership models and theories applicable to nursing in clinical practice, clinical teaching and healthcare analysis
3. Evaluate how ethical issues impact nursing leadership.
4. Use leadership skills in a variety of settings to advance a vision of nursing.
5. Discuss how social, political and legal forces influence nursing leadership.
6. Analyze the integrated roles of leadership and management in education and healthcare organizations.
7. Discuss an environment that promotes professional and ethical conduct for the nurse leader.
8. Develop potential areas for research in nursing leadership and the application of evidence-based practice or evidence-based education.
9. Discuss how trends in nursing, education, and health care influence nursing leadership initiatives and priorities.
10. Examine how culturally diverse communities influence leadership styles.

Course Outcomes

1. Perform ongoing self-analysis of leadership behaviors through self-reflection and assessment of interpersonal skills and emotional intelligence.
2. Understand the concept of leadership as it applies to nursing leadership and demonstrate this understanding in leadership activities.
3. Use leadership skills in a variety of settings to advance a vision of nursing.
4. Exercise leadership and management skills in managing conflict and change within educational and or practice settings.

Required/Recommended Texts


Online Learning Strategies

1. Contact the IT Help Desk for technical support: 702-895-0777, daily from 7 am to 11 pm or [http://oit.unlv.edu/students](http://oit.unlv.edu/students).
2. In order to avoid formatting problems, please type your documents in Microsoft Word and then attach (or cut and paste) on the Discussion Board under the appropriate topic. This will also help you avoid losing your work should the internet or WebCampus go down.
3. I will respond to e-mails within 24 hours (unless otherwise posted). Please note that e-mails sent after 3 PM on Friday may not receive a reply until Monday morning.
4. I am available for telephone conferences or on-campus meetings. Please e-mail me through the course if you would like to meet.
5. Your ongoing feedback on the course is very important. A topic on the Discussion Board entitled Anonymous Feedback to the Instructor has been set up so that you may provide your constructive comments regarding the course anonymously. I will consider all comments and make general responses to the whole group as appropriate. I encourage you to use the area!
6. Due times for all WebCampus course assignments and responses to other students are due by midnight Pacific Time (PT).
7. In order to stay engaged, receive course updates, and generally get the most out of the course, you are encouraged to login everyday.

Assignment Requirements

Look to the course calendar in the Essential folder for all due dates.

Any written assignment should be formatted in APA. You can find additional assistance with APA style at the library's website:

http://www.library.unlv.edu/help/morebibtools.html
http://writingcenter.unlv.edu/writing/

Group activities (working in pre-assigned groups of 3-5 students):

• Homework assignments (1, 3, 5, 6)

Individual Activities/Assignments:

• Draft paper and Final Paper
• Homework 2 and 4

Getting Writing Help

Prior to submitting your written work, you may seek assistance from Brainfuse's Writing Lab. Find the link to Brainfuse Tutoring in your MyWebCampus page (the page you see after logging in to WebCampus). While in the Brainfuse site, notice that there is also a link to Live Tutoring which includes nursing subject topics.

Course Evaluation

For scoring of each activity, see the Course Rubrics folder. All assignments are due on the date assigned and should be submitted no later than 11:59pm Pacific Time. If an extension of more than a day is needed the instructor should be notified no later than 5 days before the due date. If
paper is posted after the due date/time, it will lose 10 points for the first 24 hours and 10 points per day following the first day

Everyone is responsible to participate in the group activities. If a student doesn't show up to assist with the group homework assignment he or she will be expected to complete that homework assignment individually. This will be allowed only one time. If this occurs a second time the student will receive a zero for that assignment.

For each group assignment students will be completing a student evaluation form on each group member. If a student receives a mean score from the peer evaluation between 2 and 3 he or she will lose 30% of the group grade for that assignment. If the student mean score is between 1 and 2 the student will lose 60% of the group grade. For an each peer evaluation score that is below a 3 the evaluating student is required to give rationale for his or her score.

Your final course grade will be calculated from the grades you earn from the following activities:

<table>
<thead>
<tr>
<th>Project</th>
<th>Percentage of Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>0%</td>
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<tr>
<td>Group Homework 1</td>
<td>8%</td>
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<tr>
<td>Individual Homework 2</td>
<td>8%</td>
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<tr>
<td>Group Homework 3 (Leadership in Action)</td>
<td>20%</td>
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<td></td>
<td>5% individual participation and 15% faculty paper (group 1) 15% administrator paper (group 2)</td>
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<tr>
<td>Leadership paper - draft</td>
<td>5%</td>
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<tr>
<td>Individual Homework 4</td>
<td>8%</td>
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<td>Group Homework 5</td>
<td>8%</td>
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<tr>
<td>Group Homework 6</td>
<td>8%</td>
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<tr>
<td>Leadership paper - draft (5%) and final (35%)</td>
<td>40%</td>
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**Assignment of Grades Based on Course Points**

The course grading scale follows the approved scale of the School of Nursing. As per School of Nursing policy, there is no rounding (up or down) or scores; thus, a grade of 89.99% will be recorded as 89%. A minimum of a "B" grade (83%) is required to satisfactorily complete the course.
## Topical Outline

<table>
<thead>
<tr>
<th>Weeks</th>
<th>Learning Module and Units</th>
<th>Course Objectives by Number</th>
<th>Activities</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction: Nurse as Leader</td>
<td>1. Examine the definitions and qualities of leadership styles. 6. Analyze the integrated roles of leadership and management in education and healthcare organizations.</td>
<td>Respond to questions on the discussion board</td>
<td>Homework #1</td>
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<td>2-3</td>
<td>Module 1: Strengths, criticism and application of: Trait and Situational approach</td>
<td>2. Analyze leadership models and theories applicable to nursing leadership in educational settings.</td>
<td>Articles posted in the module</td>
<td>Homework #1</td>
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<td>4-5</td>
<td>Module 2: How motivation drives the structure of path-goal theory and interactions directs leader member</td>
<td>1. Examine the definitions and qualities of leadership styles. 5. Analyze the integrated roles of leadership and management in education and healthcare organizations.</td>
<td>Articles posted in the module</td>
<td>Homework #2</td>
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<tr>
<td>Module 3: New leadership paradigm: transformational leadership and team leadership</td>
<td>6-7</td>
<td>4. Discuss how social, political and legal forces influences nursing education and nursing leadership.</td>
<td>Leadership in Action (LIA) Individual participation will be worth 5% of each individual's grade. LIA paper 15%.addressing the leadership problem presented in the module</td>
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<td>10. Discuss how trends in nursing, education, and health care influence nursing leaders' initiatives and priorities.</td>
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<td>Module 4: Personality traits and gender's influence on leadership styles</td>
<td>7-8</td>
<td>2. Analyze leadership models and theories applicable to nursing leadership in educational settings.</td>
<td>Homework Articles posted in the module Provide possible solutions to the leadership problems embedded in the case study assignments</td>
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<td></td>
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<td>7. Discuss an environment that promotes professional and ethical conduct for the nurse educator.</td>
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<td>Module 5: Culture and a situation's influence on leadership</td>
<td>9-10</td>
<td>5. Analyze the integrated roles of leadership and management in nursing education.</td>
<td>Homework Draft of Leadership Paper Articles posted in the module Provide possible solutions to the leadership problems embedded in the case study</td>
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<td>12-13</td>
<td>Module 6: Leadership Ethics</td>
<td>3. Evaluate how ethical issues associated with nursing education influence the educational process.</td>
<td>Homework Articles posted in the module Leadership problems embedded in the case study assignments</td>
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<td>14</td>
<td>Final week: Writing</td>
<td>8. Develop potential areas for research in nursing leadership and the application of evidence-based practice or evidence-based education.  9. Discuss how trends in nursing, education, and health care influence nursing leadership initiatives and priorities.</td>
<td>Final Paper</td>
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### School of Nursing Policies

**Evaluation:**

Your evaluation of instruction is a vital part of maintaining and improving the nursing program's quality and a professional responsibility as well. Your instructors give great weight to your assessments and suggestions for course improvement. Each semester, we modify the courses based on these evaluations so that the courses are improved for the incoming class of students, a type of continuous quality improvement. Finally, the Commission on Collegiate Nursing Education bases part of its accreditation of our program on whether we make course improvements responsive to student evaluations. We appreciate your assistance with this important part of your student career.

### UNLV Policies

All School of Nursing and University academic standards apply. These are described in both the School of Nursing Student Handbook and the University Student Handbook.
**Academic Misconduct** - Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the Student Academic Misconduct Policy (approved December 9, 2005) located at: [http://studentconduct.unlv.edu/misconduct/policy.html](http://studentconduct.unlv.edu/misconduct/policy.html).

**Copyright** - The University requires all members of the University Community to familiarize themselves with and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: [http://www.unlv.edu/provost/copyright](http://www.unlv.edu/provost/copyright).

**Disability Resource Center (DRC)** – The UNLV Disability Resource Center (SSC-A 143, [http://drc.unlv.edu/](http://drc.unlv.edu/), 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you.

If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

**Religious Holidays Policy** - Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor no later than the end of the first two weeks of classes of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: [http://catalog.unlv.edu/content.php?catoid=6&navoid=531](http://catalog.unlv.edu/content.php?catoid=6&navoid=531).

**Incomplete Grades** - The grade of I - Incomplete - can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student's control, and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for
undergraduate courses. Graduate students receiving “I” grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

**Tutoring** - The Academic Success Center (ASC) provides tutoring and academic assistance for all UNLV students taking UNLV courses. Students are encouraged to stop by the ASC to learn more about subjects offered, tutoring times and other academic resources. The ASC is located across from the Student Services Complex (SSC). Students may learn more about tutoring services by calling 702-895-3177 or visiting the tutoring web site at: [http://academicsuccess.unlv.edu/tutoring/](http://academicsuccess.unlv.edu/tutoring/).

**UNLV Writing Center** - One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student's Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: [http://writingcenter.unlv.edu/](http://writingcenter.unlv.edu/).

**Rebelmail** - By policy, faculty and staff should e-mail students' Rebelmail accounts only. Rebelmail is UNLV's official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students' e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu. Emailing within WebCampus is acceptable.