

**Nursing Leadership & Management - Undergraduate**

**NURS 490 - Week 1: Overview**

**Student Learning Outcomes**

* Understand the course expectations and be familiar with the course syllabus and course schedule.

**Learning Materials**

Syllabus overview (posted online)

* Make sure for week 2 to look at reading materials and expectations ahead of time. It is expected that you review materials prior to coming to class. Topics:
  + Organizational Advertisement
  + Leadership & Management Strategy Activities

**Lecture Materials:***None*

**In-class Activities**

* Review of Leadership lab requirements

**Assessments**

* Complete the Introductory discussion board.
  + Write your own letter of recommendation (500 words or less) for a job you would be interested in. Address the following:
    - What are your unique character strengths and weaknesses?
    - Describe a time when you overcame a challenging situation.
    - Describe how you are a team player.
    - Describe why you think you are the right person for the job.
  + Using Video Note, please include the following:
    - Verbally record your letter of recommendation. Submit verbal recording and written document.
    - Then reply to at least two of your peers, using Video Note.

**NURS 490 - Week 2: Leadership & Management Theories**

**Student Learning Outcomes**

* Identify similarities and differences in leadership and management.
* Differentiate between authoritative, democratic, and laissez-faire leadership styles.
* Differentiate between leadership and management roles and functions.

**Learning Materials**

* Wong, C. A., & Walsh, E. J. (2020). Reflections on a decade of authentic leadership research in health care. *Journal of Nursing Management, 28*(1), 1–3. <https://doi.org/10.1111/jonm.12861>
* Flores-Rodríguez, C. R., Sánchez-Gutiérrez, J., & Pelayo-Maciel, J. (2018). Leadership and Management Theories and Bridging the Gap between these Theories -- A Literature Review. *Competition Forum, 16*(2), 83–89.
* Gordon, L., & Cleland, J. A. (2021). Change is never easy: How management theories can help operationalise change in medical education. *Medical Education, 55*(1), 55–64. <https://doi.org/10.1111/medu.14297>

**Lecture Materials**

* Organizational Communication Channel. (2017, October 17). *Classical management theory.* YouTube. <https://youtu.be/d1jOwD-CTLI> (10:48 minutes)
* TED. (2014, May 19). *Why good leaders make you feel safe | Simon Sinek.* YouTube. <https://youtu.be/lmyZMtPVodo> (11:59 minutes)
* EPM. (2020, April 3). *Leadership styles explained (Kurt Lewin).* YouTube. <https://www.youtube.com/watch?v=RmqsV1293Rk> (16:57 minutes)
* Train in a Day. (2015, July 23). *Leadership styles: Which type of leader are you?* YouTube. <https://www.youtube.com/watch?v=ddt_IGMMOrI&t=11s> (2:49 minutes)

**In-class Activities**

* Discuss Community Collaborative Poster Event (Fall semester) and/or Institution Event (Spring semester) requirements
* Discuss Change Projects – Sign up for group project & topic
* Sign up for Leadership & Management Strategy Activities
* Sign up for Organizational Advertisement

**Assessments**

* Replies to the Introduction Discussion board.

**NURS 490 - Week 3: Leaders & Followers**

**Student Learning Outcomes**

* Examine situations where leaders and followers may need motivation.
* Identify components of emotional intelligence to promote productive work teams.
* Develop insight into his/her individual leadership strengths.

**Learning Materials**

* Leaders & Followers
  + Team Asana. (2022, October 7). Fiedler’s Contingency Theory: Why leadership isn’t uniform. *Asana.* <https://asana.com/resources/fiedlers-contingency-theory>
    - Complete Least Preferred Coworker Scale
* Motivational Strategies
  + Anderson, P. (2016, June 29). *What is Path-Goal Theory?* Penn State PSYCH 485 Blog: Leadership. <https://sites.psu.edu/leadership/2016/06/29/what-is-path-goal-theory/>
* Emotional Intelligence
  + Berkeley EI Quiz: <http://greatergood.berkeley.edu/ei_quiz/>
    - Take this to see where you are with your own emotional intelligence – for discussion in class.
  + Codier, E., & Codier, D. (2017). Could emotional intelligence make patients safer? *AJN: American Journal of Nursing, 117*(7), 58-62. <https://doi.org/10.1097/01.naj.0000520946.39224.db>

**Lecture Materials**

* TEDx Talks. (2017, June 7). *The art of following | Dr Jane Bentley | TEDxGlasgow.* YouTube. <https://youtu.be/MQo-1qlKUBE> (11:34 minutes)
* TEDx Talks. (2020, December 10). *How followership leads to leadership | Clive Barrow | TEDxHastingsSt.* YouTube. <https://youtu.be/JNOUO_zZ_kg> (20:52 minutes)
  + Note the three questions that he asks in the video, at the end:
    - If you ask yourself, what could we do now, to be or to grow great followers?
    - What is it or how is it that we measure up, when we look at those characteristics of great followers? To what extent can you look in the mirror and say, I think I am faithful; I think I am focused; I think I am fearless, with humility.
    - When things don’t go our way, are you going to make the choice to be bitter or make the choice to be better?
* BigThink. (2021, February 15). *How leaders influence people to believe | Michael Dowling | Big Think.* YouTube. <https://youtu.be/_Kv2vz1MQNA> (4:18 minutes)
* TEDx Talks. (2017, February 22). *The people currency: Practicing emotional intelligence | Jason Bridges | TEDxWabashCollege.* YouTube. <https://youtu.be/7z0asInbu24> (16:52 minutes)

**Activities**

* *Complete prior to class:*
  + [Berkeley EI Quiz](http://greatergood.berkeley.edu/ei_quiz/)
    - Take this to see where you are with your own emotional intelligence. We will be discussing this further in class.
  + [Complete the Least Preferred Coworker Scale - Fiedlers Contingency Theory](https://asana.com/resources/fiedlers-contingency-theory)
  + [What is Your Leadership Style Questionnaire](https://www.mindtools.com/azr30oh/whats-your-leadership-style)
* *In-class:*
  + In small groups (3-4 people) (EI quiz, Coworker Scale, Leadership Style) - 15 to 20 minutes
    - How do the 3 relate?
    - Self-Awareness Activity (see activity file)
      * Peer discussion of strengths and opportunities
      * 3 strengths you have & 3 traits you would like to work on.
    - What did you learn about yourself & others?
  + EI activity taken from <https://positivepsychology.com/emotional-intelligence-exercises/> (15-20 minutes)
    - Be the Fog
    - Accepting Emotions
    - Making Eye Contact
  + Leaders versus followers (15-20 minutes): <https://getsling.com/blog/leadership-activities/>
    - Survival Leadership Activities – modify this a little.
      * Who will do what, based on their strengths from above (except that they are now in only two groups)?
      * Did leaders naturally evolve or was one selected?
      * Relate to CPR even, one will do chest compressions, one does airway management, one gets/places the AED, one records, etc.
  + Reconvene to discuss how these types of activities related to the topics for the week. Relate to their Leader/Management Strategies Activity

**Assessments**

* In class instructor-led activities
* Be looking ahead. Organizational Ad is due in Week 4.

**NURS 490 - Week 4: Recruitment & Selection Methods,**

**and Nursing Shortages**

**Student Learning Outcomes**

* Differentiate between legal and illegal recruitment and selection methods.
* Examine current supply and demand factors related to nursing shortages.
* Discover interview techniques to reduce subjectivity and increase reliability during the interview process.

**Learning Materials**

* Legal/Illegal Interviewing
  + Harvard University Center for Workplace Development. (n.d.). *Legal guidelines for interviewing.* Harvard University Information Technology Project Management Office. <https://pmo.huit.harvard.edu/files/huit-pmo/files/tab7_legalguidelinesforinterviewing.pdf>
* Nursing Shortages
  + Wakefield, M. K., Williams, D. R., Le Menestrel, S., & Flaubert, J. L. (Eds.) (2021). *The future of nursing 2020-2030: Charting a path to achieve health equity.* National Academy of Medicine. <https://doi.org/10.17226/25982>
    - **Access:** <https://nap.nationalacademies.org/download/25982>
    - Go to Chapter 3, “The Nursing Workforce,” p. 59-97 à Read:
      * “The Nursing Workforce in Context,” p. 60-61.
      * “Current State and Strength of the Nursing Workforce,” p. 61-68.
      * “Challenges for the Nursing Workforce Through the Current Decade,” p. 77-90.
* *Supplemental*
  + Gaines, K. (2022, October 10). *2022: This is the state of nursing.* Nurse.org. <https://nurse.org/articles/nursing-shortage-study/>
  + ANA: Nursing Shortage Is at Crisis Point: Biden administration urged to declare emergency. (2021, November 1). *Hospital Employee Health, 43*(11), 1–3. <https://www.reliasmedia.com/articles/148621-ana-nursing-shortage-is-at-crisis-point>
  + Baker, D. W. (2022). Addressing the nursing shortage in the United States: An interview with Dr. Peter Buerhaus. *Joint Commission Journal on Quality & Patient Safety, 48*(5), 298–300. <https://doi.org/10.1016/j.jcjq.2022.02.006>

**Lecture Materials**

* Randolph, J. (2018, December 14). *Tell me about yourself interview answer example.* YouTube. <https://youtu.be/VxulD6o1a5g> (6:54 minutes)
* Del Vecchio, P. (2010, September 11). *“Interview with an applicant” – Sketch comedy.* YouTube. <https://youtu.be/7W_qrc-TkR8> (3:53 minutes)
* Indeed. (2020, January 3). *Top interview tips: Common questions, nonverbal communication & more | Indeed.* YouTube. <https://youtu.be/HG68Ymazo18> (4:57 minutes)
* Center for American Progress. (2022, May 24). *How to ease the U.S. nursing shortage.* YouTube. <https://youtu.be/fEwcuRhy0Go> (2:49 minutes)

**In-class Activities**

* Career Center Guest Speaker – Interviewing techniques (illegal/legal questions)

**Assessments**

* Organizational Advertisement due
* Organizational Advertisement rubric
* Change Project Abstract Draft due

**NURS 490 - Week 5: Advocacy, SWOT Analyses,**

**and Leadership Philosophies**

**Student Learning Outcomes**

* Determine appropriate responses that exemplify advocacy in given situations for patients, their families, and the nursing profession.
* Examine the relationship between organizational mission, philosophy, goals, objectives, policies, procedures, and rules.
* Outline the steps necessary for successful strategic planning.
* Describe how tools can be utilized to facilitate the strategic planning process (i.e., SWOT).

**Learning Materials**

* Advocacy
  + Abbasinia, M., Ahmadi, F., & Kazemnejad, A. (2020). Patient advocacy in nursing: A concept analysis. *Nursing Ethics, 27*(1), 141–151. <https://doi.org/10.1177/0969733019832950>
  + Galuska, L. (2016). Advocating for Patients: Honoring Professional Trust. *AORN Journal, 104*(5), 410–416. <https://doi.org/10.1016/j.aorn.2016.09.001>
  + Policy & Advocacy
    - In general: <https://www.aacnnursing.org/Policy-Advocacy>
    - For Colorado: [https://leg.colorado.gov/publication-search?field\_subjects[0]=2056&field\_agency[0]=15](https://leg.colorado.gov/publication-search?field_subjects%5b0%5d=2056&field_agency%5b0%5d=15)
* SWOT Analysis
  + White, J., Bottorff, C., & Watts, R. (2022, March 25). What is a SWOT analysis? Download our free template. *Forbes*. <https://www.forbes.com/advisor/business/what-is-swot-analysis/>
    - Access template: <https://www.forbes.com/advisor/wp-content/uploads/2022/01/SWOT_Analysis_Template.pdf>
* Mission, Vision, Goals, Philosophy
  + Edwards, J. (2014). Chapter 2: Leading Strategically: Vision, Mission, and Goals – Chapter 2. *Mastering strategic management* (1st. Canadian Ed.) (pp. 41-48). BCcampus. <https://opentextbc.ca/strategicmanagement/>
  + Windon, S. (2023, March 9). Tips for developing a personal leadership philosophy. PennState Extension. <https://extension.psu.edu/tips-for-developing-a-personal-leadership-philosophy>
  + Alford, C. (2023, February 9). *How to develop a compelling leadership philosophy.* Young and the Invested. <https://youngandtheinvested.com/develop-a-leadership-philosophy/>

**Lecture Materials**

* Project Manager. (2019, April 2). *How to perform a SWOT analysis – Project management training.* YouTube. <https://youtu.be/NapLmUxSxyo> (4:42 minutes)
* TEDx Talks. (2108, January 30). *Five steps to becoming an advocate | Joseph R Campbell | TEDxAdelaide.* YouTube. <https://youtu.be/nIo31mMB4P8> (7:00 minutes)
  + As you watch this, how does this apply to nursing? Advocating for your patients? Advocating for yourself? Advocating for the profession of nursing?
* The Truth About Nursing. (2019, May 23). *How can nurses become fierce patient advocates?* YouTube. <https://youtu.be/FnKI9PIC8NY> (17:46 minutes)
* Morrissey, M. (2017 October 19). *Leadership philosophy: Words have power | Mary Morrissey.* YouTube. <https://youtu.be/QGUNFBeaz2U> (8:16 minutes)
  + As you begin to think about your own leadership philosophy (the final in this class), do not use the word excited. Words you choose to describe your reality. Write to show that reality. Use the words to describe you, even if you do not believe it, the words will (as Mary Morrissey states) eventually shape your reality.

**In-class Activities**

* Leader/Management Strategies Activity (2 groups)
* Philosophy Activity
  + In groups of 4-5:
    - Discuss your core values.
    - Discuss the values you hope to see in your future workplace.
    - Write a philosophy statement that includes all the values
    - Explain how a philosophy statement relates to advocacy (patient, peer, nursing profession, and legislative)
  + Draw a Code of Arms incorporating the values & philosophy
* Advocacy Activity (backup, if time)
  + Go to the Colorado Legislative page (<https://leg.colorado.gov/bill-search?search_api_views_fulltext=nursing&field_chamber=All&field_bill_type=All&field_sessions=75371&sort_bef_combine=search_api_relevance%20DESC>)
    - Find a bill in the most recent session and discuss findings using SWOT analysis
  + OR
    - [https://leg.colorado.gov/publication-search?field\_subjects[0]=2056&field\_agency[0]=15](https://leg.colorado.gov/publication-search?field_subjects%5b0%5d=2056&field_agency%5b0%5d=15)
      * Find a report/publication and discuss findings using SWOT analysis

**Assessments**

* Kaplan Management of Care A (NGN) Exam 1 due
  + Remediation
* Leader/Management Strategies Activity (2 groups)

**NURS 490 - Week 6: Professional Conduct and Standards of Care**

**Student Learning Outcomes**

* Explain standards of care related to professional competence and errors in practice.
* Distinguish the responsibilities of a change agent.
* Compare strategies for unfreezing, movement, and refreezing.

**Learning Materials**

* Register on nurse.com (it is FREE) - [https://www.nurse.com](https://www.nurse.com/)
  + Register to take the FREE course "Medication Error Prevention" CE2271 (1 hour)
    - <https://www.nurse.com/ce/medication-error-prevention>
* Negligence
  + Jacoby, S. R., & Scruth, E. A. (2017). Negligence and the nurse. Clinical Nurse Specialist, 31(4), 183-185. <https://doi.org/10.1097/nur.0000000000000301>
* High standards of professional conduct are expected in nursing and health care. There are many examples in the news about nursing being negligent including being prosecuted criminally. As you look at the article, make sure to read to the end. There are also frequently asked questions listed too. It is so important to understand the consequences of negligent actions.
  + Faubion, D. (2023). 20 most common examples of negligence in nursing + how to prevent them. *NursingProcess.* <https://www.nursingprocess.org/negligence-in-nursing-examples.html>
* Planned Change
  + Wakefield, M. K., Williams, D. R., Le Menestrel, S., & Flaubert, J. L. (Eds.) (2021). *The future of nursing 2020-2030: Charting a path to achieve health equity.* National Academy of Medicine. <https://doi.org/10.17226/25982>
    - **Access:** <https://nap.nationalacademies.org/download/25982>
    - **Read:** Chapter 9 Nurses Leading Change (p. 275-300)
  + Indeed Editorial Team. (2022, June 24). What is Lewin’s Change Theory? 3-stage change management. *Indeed.* <https://www.indeed.com/career-advice/career-development/lewins-change-theory>

**Lecture Materials**

* Teaching. (2014, April 27). *Lewin, stage model of change unfreezing changing refreezing animated part 5.* YouTube. <https://youtu.be/kerDFvln7hU> (8:07 minutes)
* Practical Psychology. (2022, June 22). *Lewin’s Change Theory – UnFreeze, change, refreeze method.* YouTube. <https://www.youtube.com/watch?v=p5pe7EGtjMw> (6:47 minutes)
* NDSUExtension. (2020, October 26). *Understanding change theory*. YouTube. <https://youtu.be/-F9tegnmiTo> (8:36 minutes)

**In-class Activities**

* Change
  + Kreis, K. (2022, April 15). *Preventing medication errors: The case of RaDonda Vaught.*
    - **Access:** <https://www.studocu.com/en-us/document/kent-county-high-school/nursing/ra-donda-vaught-case-study-in-preventing-medication-errors/31874765>

**Assessments**

* Submit your Change Project abstract. One person from each group will do this. Follow the instructions in the dropbox.
* Register on nurse.com (it is FREE) - <https://www.nurse.com>
  + Register to take the FREE course "Medication Error Prevention" CE2271 (1 hour) (Student learning outcomes: CO 2, 3)
* <https://www.nurse.com/ce/medication-error-prevention>

**NURS 490 - Week 7: Career Building**

**Student Learning Outcomes**

* Recognize various stages within a nursing career.
* Examine employer/employee responsibilities for career development.
* Discover factors to retain and prepare new nurses for successful employment.

**Learning Materials**

* Hansen, K. C., & Borum, C. (2022). Career building for the new professional nurse. *Tennessee Nurse*, *85*(2), 22–23.
* Good, V. S., & Atchison, J. (2022). What’s my next step? Navigating nursing career progression. *Nursing Management*, *53*(12), 12–19. <https://doi.org/10.1097/01.NUMA.0000897452.96484.20>

**Lecture Materials**

* TED. (2021, June 11). *Sara Ellis and Helen Tupper: The best career path isn’t always a straight line | TED*. YouTube. [https://www.ted.com/talks/sarah\_ellis\_and\_helen\_tupper\_the\_best\_career\_path\_isn\_t\_always\_a\_straight\_line](https://www.ted.com/talks/sarah_ellis_and_helen_tupper_the_best_career_path_isn_t_always_a_straight_line?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare) (9:18 minutes)
* Gordon, P. (2020, November 23). How reverse mentorship can help create better leaders. *TED* *Conferences*. [https://www.ted.com/talks/patrice\_gordon\_how\_reverse\_mentorship\_can\_help\_create\_better\_leaders](https://www.ted.com/talks/patrice_gordon_how_reverse_mentorship_can_help_create_better_leaders?utm_campaign=tedspread&utm_medium=referral&utm_source=tedcomshare) (4:39 minutes)
* john doe. (2018, July 23). *Novice to Expert Benner Video.* YouTube. <https://youtu.be/XIIsvyLkdFo>  (15:22 minutes)
  + While this was created by students, it provides an accurate depiction of Novice to Expert Theory well and is thorough in its analysis. This is why it is included as a resource for lecture materials. As you listen to it, does it matter if the student is a nurse anesthetist or an RN student? Is the information gained still applicable?
* TEDx Talks. (2018, December 4). *From Novice to Expert | Frank Barnes | TEDxCharlotte.* YouTube. <https://youtu.be/JXa5dvvsyRk>  (12:36 minutes)
  + As you watch this, think of how open, humble, and teachable you are. Are you able to explain if you are these things? If so, how? If not, what do you need to be able to explain it?

**In-class Activities**

* Professional Image of Nursing, from the AACN:(Read: American Association of Colleges of Nursing [AACN]. (2022, October 13). *Discussion board topic – Professional image of nursing.* <https://www.aacnnursing.org/Essentials/Database/Kit/i/d9-image-of-nursing>)
  + Steps:
    - Find an image online that depicts the professional image of nursing (no facial images or organizational identifiers)
    - Have students bring it to class or look it up in class
      * Why did you select the picture/Why does it speak to you?
      * What core values of nursing do you see (integrity, altruism, inclusivity, compassion, courage, humility, advocacy, caring, autonomy, humanity, or social justice)?
      * How does the historical context of this image reflect the image you selected?
    - Divide into groups:
      * What are your thoughts & feelings as you see the image?
      * How does the media influence the image of nursing?
      * What role can YOU play to influence the image of nursing?
      * In combination with your group members, develop your mission (as a group) to promote the image of nursing.
* Leadership/Management Strategy Activity

**Assessments:**

* Leadership/Management Strategy Activity

**NURS 490 - Week 8: Leadership and Organizational Structure**

**Student Learning Outcomes**

* Compare organizational structures and communication strategies.
* Examine informal and formal leadership roles within an organizational culture.
* Discover stakeholder roles and responsibilities within an organization.

**Learning Materials**

* Indeed Editorial Team. (2023, March 10). 10 types of organizational structure for businesses. *Indeed*. <https://www.indeed.com/career-advice/career-development/types-of-organizational-structures>
* Indeed Editorial Team. (2023, March 10). Formal vs. informal leadership: Definitions and differences. *Indeed*. <https://www.indeed.com/career-advice/career-development/formal-and-informal-leadership>
* Krueger, D. L. (2013, April 11). Informal leaders and cultural change. *American Nurse.* <https://www.myamericannurse.com/informal-leaders-and-cultural-change/>
* Ahmady, G. A., Mehrpour, M., & Nikooravesh, A. (2016). Organizational structure. *Procedia – Social and Behavioral Sciences, 230*, 455-462. <https://doi.org/10.1016/j.sbspro.2016.09.057>

**Lecture Materials**

* TED. (2022, December 7). *Great leadership is a network, not a hierarchy.* YouTube. <https://www.youtube.com/watch?v=tZ7ySrDVqOs> (12:21 minutes)
* ragni. (2010, June 12). Steve Jobs talks about managing people. YouTube. <https://youtu.be/f60dheI4ARg> (2:25 minutes)
* Charmichael, E. (2015, January 10). *Brutally honest advice from Steve Jobs | BEST SPEECH Ever! (HQ Version).* YouTube. <https://youtu.be/5Yhf0wBFtvY> (14:30 minutes)
* Two Teachers. (2020, May 31). *Organisational structures explained. YouTube*. <https://youtu.be/LCAAivdxVTU> (7:56 minutes)
* Marketing91. (2020, November 25). *Organizational structure – Formal and informal organizational structure | Line & Staff Organization.* YouTube. <https://youtu.be/lmXdrjaET4g> (5:26 minutes)

**In-class Activities**

* Define and develop a visual representation of:
  + Organizational Structure
  + Centralized decision making
  + De-centralized decision making
  + Span of Control
* Org Structure Rap Assignment #2 – In pairs students will create a rap outlining the four types of organization structure of a business. They should include enough detail in the rap to demonstrate their knowledge of the topic. They should also include reference to at least one major corporation or local business that the other students can recognize as well as its organizational structure. Students will then perform their rap to the class.
  + Line
  + Line & Staff
  + Matrix
  + Team
* (If time) Communication Pyramid – Business Communication
  + [11 Active Learning Activities for your Business Class](https://www.linkedin.com/pulse/11-active-learning-activities-your-business-class-renae-kuhl) (linkedin.com)

**Assessments**

* Work on Change Project
* Leadership Management Strategy Activity
* Kaplan Management of Care B (NGN) Exam due
  + Remediation

**NURS 490 - Week 9: Power**

**Student Learning Outcomes**

* Compare and contrast leadership and management functions related to organizational, political, and personal power.
* Differentiate between the types of power.
* Discover strategies to empower subordinates and followers to increase the nursing profession’s power base.
* Explain rational-empirical, normative-re-educative, and power-coercive strategies for effecting change.

**Learning Materials**

* Jennings, B. M., & Yeager, K. A. (2020). From fear to fortitude: Using the power within the nursing profession to fight COVID-19*. Nursing Outlook, 68*(4), 391–392. <https://doi.org/10.1016/j.outlook.2020.04.008>
* Mack, L., & Knights, C. (2022, September 7). Mind the power gap: The bump in the road to scalability. *Unleashed*. <https://www.unleashed.company/post/mind-the-power-gap-the-bump-in-the-road-to-scalability>
* Ortiz, M. R. (2022). Power, policy, and community change: Humanbecoming reflections. *Nursing Science Quarterly, 35*(3), 374–377. <https://doi.org/10.1177/08943184221092432>

**Lecture Materials**

* Sonia. (2013, November 29). *Jim Rohn – Use your mind, think, & make good decisions.* YouTube. <https://youtu.be/3BDx1t64iXw> (22:46 minutes)
* EPM. (2017, July 7). *The 5 types of power.* YouTube. <https://youtu.be/VJztnIFPO4o> (12:06 minutes) -
* Yost, M. (2016, April 15*). Stages of group development – Remember the Titans.* YouTube. <https://www.youtube.com/watch?v=lu1WUe35QEs> (4:51 minutes)
* PMC Lounge. (2019, August 19). *The five types of power.* YouTube. <https://youtu.be/OcZuhg10jBg> (12:30 minutes)

**In-class Activities**

* Leadership Management Strategy Activity
* Making Change Happen
  + If you could change one thing about nursing school, what would it be? In your groups you will:
    - Create solutions, changes, processes, and experiences using Change Theory
      * What will occur in the Unfreezing stage?
        + What do you need? Who do you need (interested parties/stakeholders)? Who holds the power to “unfreeze”?
      * What will occur in the Movement stage?
        + What do you need? Who do you need (interested parties/stakeholders)? Where is the power?
      * What will need to occur in the Refreezing stage?
        + What do you need? Who do you need (interested parties/stakeholders)? Who holds the power to sustain the change?
* Making Airplanes – leaders/manager roles

**Assessments:**

* Leadership Management Strategy Activity
* Poster Draft 1

**NURS 490 - Week 10: Precepting, Mentoring,**

**Adult Learning, & Building a Cohesive Team**

**Student Learning Outcomes**

* Differentiate between education and training related to precepting and mentoring.
* Explain the needs of adult learners and various strategies to meet adult needs.
* Discover unique challenges of building a cohesive team.

**Learning Materials**

* Wilson, B. (2022, September 13). Preceptorship and mentoring in nursing. *The Nerdy Nurse* [blog]. Retrieved from <https://thenerdynurse.com/preceptorship-and-mentorship-in-nursing/>.
* Rossler, K. L., Hardin, K., & Taylor, J. (2020). Teaching interprofessional socialization and collaboration to nurses transitioning into critical care. *Clinical Simulation in Nursing*, *49*, 9-15. <https://doi.org/10.1016/j.ecns.2020.03.012>

**Lecture Materials**

* TEDxTalks. (2014, September 19). *The revolution of self-directed learning* *| Sean Bengry | TEDxFlourCity* [Video].YouTube. <https://youtu.be/3L9qU7Y-oaA> (9:03 minutes)
* AHRQ Patient Safety. (2015, April 25). *TeamSTEPPS: Sue Sheridan on Patient and Family Engagement.* YouTube. <https://youtu.be/Hgug-ShbqDs>  (9:49 minutes)
  + While this was 7 years ago, it shows the importance of working together to make patient safety a priority.

**In-class Activities**

* Leadership Management Strategy Activity
* Plan: Make a paper chain, the longest loop paper chain you can!
  + Part 1: Watch
    - AHRQ Patient Safety. (2015, April 25). *TeamSTEPPS: Sue Sheridan on Patient and Family Engagement.* YouTube. <https://youtu.be/Hgug-ShbqDs>  (9:49 minutes)
  + Part 2: Watch
    - AHRQ Patient Safety. (2015, April 25). *Teamwork Exercise 2: Paper Chain – The Importance of Communication.* YouTube. <https://youtu.be/Cy6-HnITvzE> (6:03 minutes)
  + Part 3: Activity & Discussion:
    - Meet with leader for 30 seconds. After that, no talking – You can only use dominate hand.
    - Using only your dominate hand to cut the paper and make the paper chain (2 minutes to complete). No talking, but roles will be given by the leader.
      * Supplies: paper, scissors, tape
    - Discuss what helped with regard to the importance of communication.
* Human knot (if not done as a leadership/management activity)

**Assessments**

* Leadership Management Strategy Activity
* Poster Draft 2

**NURS 490 - Week 11: Leadership Roles and Motivational Theory**

**Student Learning Outcomes**

* Compare intrinsic and extrinsic motivation to develop strategies for employee engagement and satisfaction.
* Recognize incentives and reward systems to motivate staff and peers.
* Discover motivational theory and their contribution to understanding motivational factors for employees.

**Learning Materials**

* Huston, C. J., & Marquis, B. L. (2021). Creating a motivating climate. In, *Leadership roles and management functions in nursing theory and application* (10th ed.) (pp. 468-492). Wolters Kluwer Health.

**Lecture Materials**

* Mateusz M. (2014, September 15). Unbroken – Motivational video. YouTube. <https://youtu.be/26U_seo0a1g> (5:57 minutes)
* TED. (2020, June 30). *How to support witnesses of harassment and build health workplaces | Julia Shaw.* YouTube. <https://www.youtube.com/watch?v=9ICjwQ_lJ8Y> (11:06 minutes)
* TEDx Talks. (2019, February 26). *How changing your mindset can help you embrace change | Manu Shahi | TEDxFlowerMound.* YouTube. <https://youtu.be/S9r6h6Cda7M> (9:46 minutes)
* No closed captioning available on this video
* NVLMotivations. (2022, May 30). *Simon Sinek’s life advice will change your future – Most underrated speech.* YouTube. <https://youtu.be/o58OJJT37Nk> (13:41 minutes)

**In-class Activities**

* Leadership Management Strategy Activity
* Poster Presentations (½ class)

**Assessments**

* Leadership Management Strategy Activity
* Kaplan Management of Care C (NGN) Exam
  + Remediation
* Poster Presentations (all submit)

**NURS 490 - Week 12: Resilience**

**Student Learning Outcomes**

* Construct conflict resolution strategies to resolve various situations.
* Discover individual and team solutions to promoting civility and resiliency.
* Explain the purpose and importance of zero tolerance for workplace violence.

**Learning Materials**

* Resiliency Training: Complete FREE 3-hour resiliency training
  + Osmosis. (2021). *#FirstRespondersFirst: Nursing resilience.* <https://university.osmosis.org/p/nursing-resilience>

**In-class Activities**

* Poster Presentations (½ class)
* Incivility activity
* Role playing – how to talk to a doctor who is uncivil
* Role playing – how to talk to a co-worker who is uncivil
* Role playing – how to talk to a boss who is uncivil

**Assessments**

* Poster Presentations
* Change Project Reflection (Individual)

**NURS 490 - Week 13: Leadership & Incident Command**

**Student Learning Outcomes**

* Respond to an emergency crisis through an assigned leadership role.
* Explore evidence-based practice options for an acute situation.
* Reflect upon the different leadership roles and the importance of those roles.

**Learning Materials**

* FEMA Emergency Management Institute. (2018). IS-100.C: Introduction to the incident command system, ICS 100. *FEMA.* <https://training.fema.gov/is/courseoverview.aspx?code=IS-100.c&lang=en>

**Lecture Materials:***None*

**In-class Activities**

* Tabletop activity in class

**Assessments**

* Tabletop activity in class
  + Pre-assignment – submit ICS 100 Certificate
  + Tabletop – in class
  + After action report – submit within 48-hours of the tabletop activity

**NURS 490 - Week 14: Diversity, Equity, & Inclusion**

**Student Learning Outcomes**

* Understand the inequitable distribution of the workforce.
* Explain your own views on diversity, equity, and inclusion in respectful communication.
* Compare conscious and unconscious bias and its impact on nursing.

**Learning Materials**

* Shaban, A. (2016). Managing and leading a diverse workforce: One of the main challenges in management. *Procedia - Social and Behavioral Sciences, 230*, 76–84. <https://doi.org/10.1016/j.sbspro.2016.09.010>
* U.S. Department of Justice, Community Relations Service. (n.d.). *Police community relations toolkit: Understanding bias: A resource guide*. <https://www.justice.gov/file/1437326/download>

**Lecture Materials**

* Ballot Initiative Strategy Center. (2021, January 12). *How to overcome our biases? Walk boldly toward them – Verna Meyers.* YouTube. <https://youtu.be/v7UJyvqFLyw> (17:40 minutes)
* Sinek, Simon. (2020, December 16). *What diversity & inclusion is REALLY about | Simon Sinek.* YouTube. <https://youtu.be/XisFCRrQivU> (4:04 minutes)
* TED. (2018, January 2). *Get comfortable with being uncomfortable | Luvvie Ajayi Jones.* YouTube. <https://youtu.be/QijH4UAqGD8> (10:54 minutes)
* ANNA American Nephrology Nurses Association. (2021, December 20). *Why we must lead – Diversity, equity, and inclusion.* YouTube. <https://youtu.be/opIGx-o2Tlo> (6:08 minutes)
* TEDx Talks. (2017, April 10). Addressing the Gap in Nursing Workforce Diversity | Brigit Carter | TEDxDuke. YouTube. <https://youtu.be/TD-p-xiG3e0> (14:35 minutes)
* TEDx Talks. (2022, March 24). *Belonging, A critical piece of diversity, equity, & inclusion | Carin Taylor | TEDxSonomaCounty.* YouTube. <https://youtu.be/2jK0gyQCoTs> (15:55 minutes)

**In-class Activities**

* TEDx Talks. (2011, November 15). *TEDxHampshireCollege - Jay Smooth - How I learned to stop worrying and love discussing race.* YouTube. <https://youtu.be/MbdxeFcQtaU> (11:56 minutes)
  + Role play in pairs how to “communicate about race” - tell someone they sound racist.
* Privilege Walk
  + Debrief afterwards
* TED. (2022, November 22). *We need leaders who champion inclusion | June Sarpong | TED.* YouTube. <https://youtu.be/jKjSr12d-GQ> (14:35 minutes)
  + Discuss in small groups what a rock star of inclusion may look like.

**Assessments**

* Ted Talk Type Leadership Philosophy/(self) Letter of Recommendation assignment

**NURS 490 - Week 15: Kaplan Exam**

**Student Learning Outcomes:***None*

**Learning Materials:***None*

**Lecture Materials:***None*

**In-class Activities**

* Kaplan Management/Professional Issues B (NGN) proctored exam

**Assessments**

* Kaplan Management/Professional Issues B (NGN) proctored exam
  + Remediation

**NURS 490 - Week 16: Kaplan Review**

**Student Learning Outcomes:***None*

**Learning Materials:***None*

**Lecture Materials:***None*

**In-class Activities**

* 3-day Kaplan Review

**Assessments**

* 3-day Kaplan Review