



Nursing Leadership and Management

RNBS-4631.P060 and RNBS-4631.P60L (combined into ONE Canvas course site)

RNBS-4631.P061 and RNBS-4631.P61L (combined into ONE Canvas course site)

Spring 2026 Flex 1 and Flex 2

Didactic & Clinical Course

Scheduled Class Days and Times: Online

Nursing Leadership & Management – (All sections are combined in main Canvas course; we will not use the Canvas lab sections for this course. We will have didactic and clinical content in one location only.)

Flex 1:

Instructor's Name: TBD

Office: TBD

Office Phone: TBD

Email: TBD

Office Hours: TBD

Other times by appointment. Text, Email, or Call for an appointment. Appointments can be in person or on ZOOM.

Flex 2:

Instructor's Name: TBD

Office: TBD

Office Phone: TBD

Email: TBD

Office Hours: TBD

Other times by appointment. Text, Email, or Call for an appointment. Appointments can be in person or on ZOOM.

Description:

Synthesis of theories and concepts related to critical thinking, change theory, conflict resolution, delegation, and changes that impact the health care delivery system are discussed. Theories and concepts related to leadership and management are presented. Opportunities for theory application are provided in selected structured and unstructured settings. 3:3

<https://www.uttyler.edu/catalog/>

Prerequisites:

Admission to the RN-BSN track. Successful completion of [RNBS 3303](#) and [RNBS 3312](#) and [RNBS 3315](#). Special permission required from the School of Nursing to take out of sequence.

Student Learning Outcomes:

Upon successful completion of this course, the student will be able to:

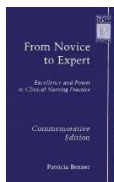
1. **Professionalism:** Demonstrate responsibility for ongoing professional development, including exploration of role diversification and life-long learning.
2. **Patient-Centered Care:** Integrate concepts of current organizational and systems leadership with the culture of the healthcare organization to coordinate quality patient centered care.
3. **Evidence-Based Practice (EBP):** Integrate theory and research knowledge in the formulation, implementation, and evaluation of nursing leadership/management actions in various practice settings.
4. **Informatics & Technology:** Utilize contemporary practice technologies, information systems, and communication devices that support the delivery of safe nursing practice.
5. **Quality Improvement:** Apply knowledge of the socio-political forces, economic resources, and regulatory processes that impact health care delivery.
6. **Teamwork and Collaboration:** Work in partnership with the inter/intra disciplinary team to optimize patient outcomes that reflect advocacy and human caring for populations across the lifespan.
7. **Wellness and Prevention:** Synthesize professional skills, knowledge, and attitudes when applying the nursing process to provide safe, holistic, evidenced based patient centered care.
8. **Leadership:** Demonstrates values based on historical, moral, ethical, and legal aspects of professional nursing practice responding to global health needs.
9. **Safety:** Implement measures to promote quality and a safe environment for patients, self, and others.
10. **Strengths:** Measure how strengths (signature talent themes) influence the role of the student nurse and clinical decision-making.

Required Textbooks and Readings:

1. We are in the process of converting to Open Resource Materials.
2. Chapters will come the following ORMs:
 - a. **Leadership and Management of Nursing Care**
<https://pressbooks.txst.edu/nursinglm/>
 - b. **Leadership for Nurses in Clinical Settings**
<https://ecampusontario.pressbooks.pub/nursingleadership/>

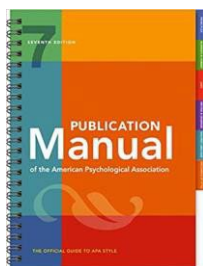
Recommended Textbooks and Readings:

1. Benner, P. (2001). *From novice to expert: excellence and power in clinical nursing practice*. Menlo Park, California: Addison-Wesley Publishing Company. ISBN: 978-0-13-032522-8 or 0-13-032522-8



NOTE: An older version of Benner's, *From Novice to Expert* is fine too. You can buy this **used** and save.

2. Publication Manual of the American Psychological Association, 7th Edition;
 ISBN: 978-1-4338-3215-4



3. Purdue Owl for information regarding American Psychological Association (APA) 7th edition requirements for formatting, grammar, and punctuation. owl.purdue.edu/owl/research_and_citation/apa_style/apa_style_introduction.html

Special Course Notes:

- a. Students are responsible for all course assignments and content, including announcements posted in Canvas learning management system. All work submitted must include the student's full name and date. All work must be typed on templates provided or as Word, Excel, or PowerPoint documents.
- b. Weekly module content, including video lectures and interactive learning activities (ILAs) are posted in Canvas by module. Students are responsible for viewing the lecture video and any other required videos then completing the Interactive learning activities. Completion of ALL components of the interactive learning activities results in a percentage of completion grade in the grade center. Completion of the course work for each module is recommended for successful completion of the course.
- c. All submitted written material (papers, assignments, examinations, etc.) are the property of the School of Nursing.
- d. Late assignments are discouraged and will be accepted at the discretion of faculty. A five (5) percent penalty for each day the assignment is late may be applied to the final grade at faculty discretion.
- e. Communication with faculty will be via canvas, phone, scheduled Zoom meetings, UTT Patriot email or scheduled appointment. Students are required to use their student Patriot or Canvas email accounts for all correspondence. **Email communication should include RNBS-4631 in the subject line.** Students are expected to check their university email at least every two business days. Faculty will respond to email correspondence within two business days.
 - a. Students must communicate with course faculty all potential/late assignments/exams and discuss options for making up and submitting late course work. Students will contact course faculty as soon as possible to discuss the situation. Students are subject to failing the course assignment/exam if they do not communicate with course faculty.
 - b. **All clinical activities are required** to be completed to pass this course.

Computer Requirements: Access to a current, working computer or laptop with internet access using Firefox or Chrome browser is required for this internet-based course. The Canvas learning system works best using Firefox or Chrome browsers. It is essential to have access to a reliable PC/laptop and internet access for this course.

Internet Instructions: Course modules are online in Canvas (see course calendar). UT Tyler online canvas courses use Java, JavaScript, browser plug-ins, helper application and cookies. Canvas works best using Chrome or Firefox browser. It is essential that you have these elements installed and enabled in your web browser for optimal viewing of the content and functions of your online course content. Lecture videos are optimally viewed in high definition.

- Adobe Reader allows you to view, save, and print Portable Document Format (PDF) files. <http://get.adobe.com/reader/>
- Java Runtime Environment (JRE) allows you to use interactive tools on the web. <http://www.java.com/en/download/>
- QuickTime allows users to play back audio and video files. <http://www.apple.com/quicktime/download/>

Assignments and Weights/Percentage/Point Values

Final course grades less than 75% are not rounded. The combined weighted calculation of all course assignments, quizzes, exams, and clinical activities must be at least 75% in order to pass the course.

Students are expected to adhere to assignment due dates and times. Late submissions will receive a 5% deduction each day an assignment is past due unless prior arrangements have been made with your course faculty. Extenuating circumstances may apply. Students must contact course faculty (prior to due date if possible) to get approval for any extensions for late work.

This is the possible grade distribution for this course.

Criteria for Evaluation:	Percentage of Grade:
Module Quizzes for understanding	30%
Discussions/Participation – (Strengths/Personal Assessment, Team Building, Animal Personality, Interactive Learning and Communication & Conflict)	35%
Syllabus/Course schedule/Important Course Information Quizzes	5%
<u>Clinical Grade:</u> Clinical Expectations Quiz, APA Quiz, Clinical Activities, and Clinical Self – Evaluation <u>Required Clinical Activities:</u> <ul style="list-style-type: none"> • (Individual Project) Leader Interviews and reflection on leader/follower roles; strengths • (Group Project) QEP Group Project/Simulation: Patient Safety & Quality Case Scenario & taped debriefing session • (Group Project) Delegation and staff development training • TeamSTEPPS- Discussions 	30%
Total	100%

Grading Scale:

Specific guidelines and grading criteria for all assignments are in the Modules. Final grades for the course will be determined based upon the following point assignments:

- A - 90-100
- B - 80-89
- C - 75-79
- D - 60-74
- F - Below 60

Final course grades less than 75% are not rounded up. The combined weighted calculation of all course assignments, quizzes, exams, and **clinical activities must be at least 75% to pass the course.**

Grade Appeals: Although the university policy allows 60 days for grade appeals, the School of Nursing follows a stricter timeline of 10 days to facilitate students' timely progression through the curriculum. In the case of extenuating circumstances, please consult the Associate Dean of Academic Affairs for guidance.

Academic Integrity: Cheating of any kind, as defined in Section 8 of the UT Tyler Manual of Policies and Procedures (MOPP) for Student Affairs (<https://www.uttyler.edu/mopp/>), will not be tolerated. Consequences may include:

- reprimand
- exam failure
- course failure
- expulsion from the Nursing program
- expulsion from the University
- other consequences as assigned

Exam and homework materials, questions, and problems are the intellectual property of faculty, UT Tyler, or publishers.

- These materials may not be distributed without permission.
- Distributing or uploading them to online resources destroys the integrity of the assignment and the course, allowing others an unfair advantage by letting them view the materials.
- Uploading these materials to online resources is a violation of UT Tyler's academic misconduct policies and may result in formal conduct charges.
- Sanctions for uploading or otherwise divulging the contents of these materials can include:
 - a reduced or failing grade on an assignment
 - a reduced or failing grade for the course
 - removal from the Nursing program
 - removal from UT Tyler

Late Policy: 5% will be deducted each day an assignment is past due unless prior arrangements have been made with your course faculty. Extenuating circumstances may apply.

Clinical Activities: These activities are required in order to pass this course. Each clinical activity must be scored at 75% or greater. Students may resubmit all or portions of a clinical activity to demonstrate clinical learning outcomes and competencies.

Repeating a Course: Students repeating this course may not use previously submitted assignments nor utilize the same patients for an assignment. Submitting the same or slightly modified assignments from previous semesters is considered self-plagiarism and is subject to academic discipline, including failing the assignment or the course.

Attendance and Make-up Policy: Attendance/participation is expected. Make-up for exams, quizzes, assignments, and missed clinical time/activities is at the instructor's discretion.

Grade Replacement: Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

Graded Course Requirements Information:

Specific guidelines and grading criteria for all assignments are in the Modules. Detailed instructions and, in some cases, examples are provided.

- a. Meet with course instructor for any **clinical activity** with a grade of less than 75%. *All clinical activities must be passed with a score of 75% or greater to meet the student learning outcomes.* Extenuating circumstances may apply.

- b. Please review any additional course addendums for specific clinical information for this course. Passing the clinical component for this course is required to pass the entire course.

Weekly Open Office Hours: There are scheduled weekly office hours as noted in the Getting Started Module in Canvas. These meetings offer an opportunity where students can meet with the instructor to get questions answered and discuss course work and student success strategies. Students are encouraged to attend these sessions. Each session is recorded for viewing by students who may be able to attend.

Important Course Dates: <https://www.utt Tyler.edu/academics/academic-calendar-25-26/academic-calendar-school-of-nursing.php>

Important Course Dates:

Date Criteria	7N1 (First 7-week term)	7N2 (Second 7-week term)
Classes Begin	January 8, 2026	March 2, 2026
Census Date (withdraw without penalty)	January 14, 2026	March 6, 2026
Last Date to Withdraw: Please contact your advisor to discuss withdrawing from the course and notify your instructor.	February 11, 2025	April 9, 2026
Classes End	February 27, 2026	April 24, 2026
Final Grades Posted	March 3, 2026	April 28, 2026

Calendar of Topics, Readings, and Due Dates:

Students, we HIGHLY recommend that you link the course notifications and assignments to the Canvas calendar to your phones.

Week	Topic	Chapter Readings	Assignments Due
Course Review Dates:	The course faculty will not be available for questions until the course opens		You will not be able to work on the assignments until the course opens
Week 1: Census Date:	Module 1 Course Introduction & Overview * Leading, Managing, & Following & Cultural Diversity * Legal & Ethical Issues* (integrated throughout)	Ethical Practice Introduction https://pressbooks.txst.edu/nursinglm/chapter/6-1-introduction/ Leadership & Management https://pressbooks.txst.edu/nursinglm/chapter/4-1-introduction-2/	* Student forms Quiz – due Friday XXXXX by 1159PM * Check for Understanding Module 1 due Sunday XXXXXX by 1159PM * Syllabus Quiz due Thursday XXXXX by 1159PM Clinical Expectations Quiz due XXXXXX by 1159PM * DB: Animal Personality Assessment/ Introduction due by Sunday XXXXXXXX @ 1159PM
Week 2: Leadership Prerecorded Interviews for those who may need them Zoom Files in Discussion Board under Exemplars	Module 2 * Making Decisions & Solving Problems * Managing Self * Critical Thinking	Decision Making and Problem Solving TBD Leadership Styles https://pressbooks.pub/ldrspmgmtnursing/chapter/ unknown / Benner: 2, 5	* QEP Consent form due Friday XXXXX by 1159PM * Check for Understanding Module 2 due Sunday XXXXX 11:59pm * Clinical Leadership Interview due by Wednesday XXXXX by 1159PM
Week 3: Patient Safety Sim. Posted ZOOM or Google recording due XXXXXXX	Module 3 * TeamSTEPPS * Building Teams Through Communications and Partnerships Opens the first day of class and ends XXXXXXX	This activity has 40 clinical hours and earns a certificate of completion if all discussion boards yield a simple average of 80. This is an item you will want to list on your resume. All TeamSTEPPS assignments are in this module. Interprofessional Communication https://pressbooks.txst.edu/nursinglm/chapter/7-5-interprofessional-communication/	*Check for Understanding- Module 3 due by Sunday XXXXXXX 1159PM * DB: National Patient Safety Goals due by Wednesday XXXXXXX @ 1159PM
Week 4:	Module 4 * Staffing and Scheduling * Strategic Planning and Goal Setting * Marketing	Tools for Prioritizing https://pressbooks.txst.edu/nursinglm/chapter/2-3-tools-for-prioritizing/ SMART Goals https://pressbooks.txst.edu/nursinglm/chapter/10-7-qsen-advocating-for-patient-safety-and-quality-care-in-nursing-education/ Benner: 5	* Check for Understanding-Module 4 due by Sunday XXXXXX @ 1159PM * DB: Building Teams due by Sunday XXXXXX @ 1159PM * Clinical Check-in due by Wednesday XXXXXX @ 1159PM

Week 5: Last day to withdraw: XXXXXX	Module 5 * Leading Change * Staff Selection * Development and Evaluation	Implementing Change https://pressbooks.txst.edu/nursinglm/chapter/4-3-implementing-change/ Staff Development https://pressbooks.pub/ldrspmngmtnursing/chapter/unknown-2/ Benner: 10, 13	* Check for Understanding- Module 5 due by Sunday XXXXX @ 1159PM * Clinical Activity- Patient Safety & Quality Simulation & Debriefing due by Sunday XXXXXX @ 1159PM * DB: Communication & Conflict due by Wednesday XXXXXXXX@ 1159PM
Week 6:	Module 6 * Consumer Relationships and Delegation * Managing People and Personnel Problems	Delegation https://pressbooks.pub/ldrspmngmtnursing/chapter/unknown-4/ Delegation https://pressbooks.pub/ldrspmngmtnursing/chapter/unknown/	* Check for Understanding- Module 6 due by Sunday XXXXXXXX @ 1159PM * Clinical Activity – Delegation/Staff Teaching due by Sunday XXXXXXXX @ 1159PM * Clinical Activity Log due by Wednesday XXXXXX @ 1159PM * QEP Reflection Survey due Sunday XXXXXXXX by 11:59 PM
Week 7:	Module 7		This is your week to tie-up loose ends.
	Course Ends Friday XXXXXXXat 11:59 pm Final Grades post XXXXXXXXXXXX		

Computer Requirements: Access to a current, working computer or laptop with internet access using Firefox or Chrome browser is required for this internet-based course. The Canvas learning system works best using Firefox or Chrome browsers. It is essential to have access to a reliable PC/laptop and internet access for this course.

Required to turn in assignments via Word, Excel, or PowerPoint as instructed. Students must include full name and date on all assignments turned in. If there is an associated template, use these to record your work. Do NOT alter the template format in any way. All assignments must be typed. No written work will be accepted.

Internet Instructions: Course modules are online in Canvas (see course calendar). UT Tyler online canvas courses use Java, JavaScript, browser plug-ins, helper application and cookies. Canvas works best using Chrome or Firefox browser. It is essential that you have these elements installed and enabled in your web browser for optimal viewing of the content and functions of your online course content. Lecture videos are optimally viewed in high definition.

- Adobe Reader allows you to view, save, and print Portable Document Format (PDF) files. <http://get.adobe.com/reader/>
- Java Runtime Environment (JRE) allows you to use interactive tools on the web. <http://www.java.com/en/download/>
- QuickTime allows users to play back audio and video files. <http://www.apple.com/quicktime/download/>

School of Nursing Policies and Additional Information:

https://www.utt Tyler.edu/nursing/college/student_guide_and_policies.php **Student Resources and University Policies**

are provided in Canvas.

Technical resources: Laptops/electronic devices are required for testing with ATI. Notebooks and tablets are not compatible for ATI Products.

Artificial Intelligence in course work:

Allowable Use

Microsoft

- [Microsoft Bing Copilot \(formerly Bing Chat Enterprise\)](#), and Azure Open AI (AOAI) are available AI tools with contractual agreements for use by UT Tyler.
- While these Microsoft products have some data protections, we highly recommend against using Bing Copilot on sensitive data sets when it is not necessary to fulfill official University duties or research projects (see [UT Tyler Data Classification](#)).
- In all cases, use of Microsoft AI tools should be consistent with the [Information Resources Acceptable Use Policy](#).

ChatGPT and Similar AI Tools – We highly encourage use of the Microsoft products specified above exclusively to fulfill official University duties. However, if that is not possible, use of ChatGPT and similar AI tools is allowed as follows:

- Only data that is publicly available or defined as Published Data (see [UT Tyler Data Classification](#)) can be used freely in AI Tools.
- In all cases, use should be consistent with the [Information Resources Acceptable Use Policy](#).
- Students should always adhere to the [UT Tyler Policy on Student Conduct](#) when using any AI tool.
- Researchers should always adhere to the UT Tyler Policy [3.2.8 Misconduct in Research and Other Scholarly Activity](#).

Prohibited Use

- At present, any use of ChatGPT or similar AI Tools cannot include any personal, confidential, proprietary, or otherwise sensitive information. In general, student records subject to FERPA, health information (HIPAA), proprietary information, and any other information classified as [UT Tyler Data Classification](#) must not be used with ChatGPT or similar AI Tools.
- Similarly, ChatGPT or similar AI Tools, including the Microsoft products listed above, must not be used to generate output that would not be considered authorized for public or fair use. Examples include but are not limited to generating someone else's proprietary or unpublished research; legal analysis or advice; recruitment, personnel or disciplinary decision making; completion of academic work in a manner not allowed by the instructor; creation of someone else's proprietary instructional materials without authorized use or proper citations; and grading.
- Please also note that the companies that own ChatGPT and Bing Chat Enterprise/Copilot, OpenAI and Microsoft, respectively, explicitly forbid their use for certain categories of activity, including fraud and illegal activities. This list of items can be found in their usage policies below. AI Tools of any sort may not be used for any activity that would be illegal, fraudulent or a violation of any state or federal law, or UT Tyler or UT System policies.
 - [OpenAI usage policy](#)
 - [Microsoft acceptable use policy](#)

Important Information

- No Agreement, No Privacy and Security Terms for ChatGPT and other AI tools: All content entered into with, or generated by, ChatGPT is available to ChatGPT, its parent company, OpenAI, and their employees. There is currently no agreement between UT Tyler and OpenAI or other AI Tools that would provide data security and privacy protections required by UT policy regarding ChatGPT, OpenAI's, or other AI Tools' programming interface. Consequently, the use of ChatGPT or other AI Tools at this time could expose individual users and UT Tyler to the potential loss and/or abuse of sensitive data and information. Some data protections are provided through our agreement with Microsoft, but they are limited.
- ***Personal Liability: ChatGPT and other AI Tools use click-through agreements. Click-through agreements, including OpenAI and ChatGPT and other AI Tools' terms of use, are contracts. Individuals who accept click-through agreements without delegated signature authority may face personal consequences, including responsibility for compliance with terms and conditions.***

Further Guidance on Appropriate Use

•
For questions regarding the appropriate use of Microsoft Bing Chat Enterprise/Copilot, Azure Open AI, ChatGPT and other AI Tools, please contact the Information Security Office at utt-infosec@uttyler.edu.

Enforcement

Violation of any UT Tyler policies may result in disciplinary action that may include termination for employees and temporaries; a termination of employment relations in the case of contractors or consultants; dismissal for interns and volunteers; or suspension or expulsion in the case of a student. Additionally, individuals are subject to loss of University Information Resources access privileges, civil, and criminal prosecution.

Fair Use

Fair use is a legal doctrine that promotes freedom of expression by permitting the unlicensed use of copyright-protected works in certain circumstances¹.

¹
[U.S. Copyright Office Fair Use Index](#)