

**NURS 5301 Organizational Structure and Systems Leadership**

**Spring 2018 Syllabus**

**COURSE DESCRIPTION:** This course introduces the theories of organizational structure and how to identify effective structure within an organization, such as institutions of higher education or clinical facilities. This course Identifies qualities of effective leaders within an organizational structure.

**CREDIT:** 3 Credit hours

**PROGRAM LEVEL:** Graduate

**Term begins: 26-Feb to 19 May**

**PREREQUISITES**

None

**COURSE OUTCOME COMPETENCIES**

At the end of the course, the student will be able to:

1. Describe the overview and history of organizational behavior.
2. Differentiate between: Content, Process and Attribution Theories associated with Motivation.
3. Discuss the phenomena of Leadership and Leaders.
4. Identify Intrapersonal and Interpersonal Issues within Organizations.
5. Discuss Group and Team Dynamics as it relates to Team-Building.
6. Apply Organizational Development and create a Change Initiative Plan.
7. Synthesize knowledge integration through technology and peer review.

**Course Faculty**

Dr. Richard P. Diaz, DNP, FNP, PMHNP

Cell Number: 210-324-3619

Email: Richard.diaz@wayland.wbu.edu

**Communication with Dr.Diaz**

I will respond to questions from students via WBU e-mail, phone, and BLACKBOARD discussion forum in the WBU virtual classroom within 24-48 hours of the request.

Be sure to check your WBU email and announcements frequently for important information and updates on discussions, assignments, etc.

**Office Hours**

Individually scheduled for student needs. Please contact me at Richard.diaz@wayland.wbu.edu to make an appointment.

**Class Meeting Time and Location**

Online, asynchronous, Blackboard Collaborate Ultra (TBA)

**Required Course Materials**

**Technological System Requirements**

A computer system in compliance with the WBU College of Nursing technical specifications and access to the internet. Please refer to your student handbook and the WBUOnline Helpdesk

http://www.wbu.edu/academics/online\_programs/contactus.htm

**Resources for Online Classes**

Check out everything you will need for your online course, including Blackboard access, self-service access, online references guide, the Learning Resources Center, and much more!!

http://www.wbu.edu/academics/online\_programs/resources/default.htm

If after checking out these resources and need more assistance, you can call VC support a 1-806-291-3740, or email: VCsupport@wbu.edu

**REQUIRED TEXTBOOKS**

Borkowski, N. (2016) *Organizational behavior in healthcare* (3rd ed.).Jones and Barlett, MA. ISBN: 978-1-284-05104-9; ISBN-13: 978-1284051049

ISBN-10: 1284051048

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed.). Washington, DC: Author. Retrieved from <http://www.apastyle.org/> ISBN**:** 978-1-4338-0561-5

APA formatting is required for all assignments.

**Optional recommended textbooks:**

Schein, E. H. (2010) *Organizational Culture and Leadership* (4th ed.) John Wiley &Sons

ISBN-10: 0470190604

Chism, M. (2015) *No-Drama Leadership: How Enlightened Leaders Transform Culture*

*in the Workplace.* ISBN 978-1-62956-062-5

**Clinical**

There is no clinical time associated with this course

**Teaching and Learning Methods**

NURS 5301 course is completely online and asynchronous. The course operates on the WBU Virtual Campus, BLACKBOARD, and is available at: https:///wbu.blackboard.com

For direct access to the NURS 5301 course, students are required to use their username and password.

A variety of teaching strategies designed for distance learning will be used. These strategies include weekly readings, discussion forums, exploring online resources, and virtual presentations. Students are required to participate in discussion forum activities and complete all required assignments.

**Submission of Assignments**

All assignments must be completed and submitted by the designated due dates/times in order to receive a grade and credit for the assignment.

NURS 5031 course will open and become available to students on the first day of class, Monday 26 February, 12:01 a.m.. Thereafter, every week starts on Monday morning (12:01 a.m.), and ends on the following Sunday, 11:59 p.m. Course assignments, including discussion forum activities, will be due by Sunday, 11:59 p.m. A course calendar identifying topical areas for weekly lessons, assignment due dates will be posted in the course syllabus and in BLACKBOARD.

**Course Assignments**

Assignment 1: Use of Behavior theory paper (15%): In a 5-6 page paper in APA format (excluding title page and reference list), reflect and integrate one or more theories listed in Chapters 5-7 to explain how you would motivate your team of registered nurses to develop an evidence-based protocol that is needed on your unit. Discuss the pros and cons of any theory. Include a minimum of four scholarly references to develop your paper.

Due date: Assignment 1 is due at the end of week 3, Sunday, 11:59 p.m.

Assignment 2: Use of Leadership Theory paper (15%). In a 5-6 page paper in APA format (excluding title page and reference list), reflect and integrate on one or more theories in chapters 8-11. Explain how you would change the culture on your unit related to 'bullying' on your unit among registered nurses. Discuss the pros and cons of any theory. Include a minimum of four scholarly references to develop your paper.

Due date: Assignment 2 is due at the end of week 5, Sunday, 11:59 p.m.

Assignment 3: Implementation Plan paper (15%). In a 5-6 page paper in APA format (excluding title page and reference list), consider the following scenario: Staff satisfaction is very low and turn-over is above 25% annually on your unit. In addition, quality scores related to several clinical indicators are in the bottom 25% compared to like units. Develop an implementation plan for improving the moral and teamwork of the interdisciplinary team on your unit that will also impact the clinical quality scores. Include a minimum of four scholarly references to develop your paper.

Due date: Assignment 3 is due at the end of week 7, Sunday, 11:59 p.m.

Assignment 4, Change Initiative Plan (15%). In a 5-7 page paper in APA format (excluding title page and reference list), develop a change initiative plan based on the Action Research Model by Cummings and Worley (1997). Be sure to include all components of the model (Entry and contracting, diagnosing, planning and implementing change, and evaluating and institutionalizing change). Include a minimum of four scholarly references to develop your paper.

Due date: Assignment 4 is due at the end of week 9, Sunday, 11:59 p.m.

**Assignment Rubrics**

Online discussion rubrics and assignment rubrics are included with each assignment. Click on specific Assignments in the course to see each rubric.

**Course Outline**

NURS 5031 is organized around 12 week course

Every week, learning outcomes, tasks, resources, and graded activities (if applicable) will be posted. The learning outcomes will provide a guideline and organization for the week’s activities, guide your learning experience, and help you organize your thoughts about selected topics. The weekly learning activities will prepare you for each graded assignment. These include, but are not limited to weekly readings, interactive discussion forums, exploring online resources, etc. Weekly resources are identified to assist you with the graded weekly discussions and assignments. These resources will help you explore the topics in more depth.

**Course Requirements and Grading Criteria**

A= 90-100

B= 80-89

C= 70-79

D= 60-69

F= below 60

**Graded Discussions and Assignments**

Participation in online class discussions 30%

Course assignments **\*\*** 60% (break-out is below)

Use of Behavior theory paper 15%

Use of Leadership theory 15%

Implementation Plan paper 15%

Change Initiative Plan 15%

Examinations: 10%

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100%

\*\* These course assignments will be dispersed throughout the course and will consist of three papers and one final project.

**Student Work: Class participation in the Discussion Boards:**

Discussions are an important part of learning and as such and will require substantive postings with scholarly references (Please see discussion participation rubric).

Every week, there will be either one or two discussion questions. Please post a response to the main discussion question(s) on the discussion board by Wednesday of the week, 11:59 p.m., related to assigned weekly topic. Answers to main discussion questions must be a minimum of 250 words with a minimum of two scholarly references.\* In addition, students will initiate scholarly discussions with fellow peers and/or faculty, and must respond to a minimum of two postings per discussion question by the end of the week, Sunday, 11:59 p.m.

**Online Netiquette for Discussion Forum Activities, All Correspondences, and Written Assignment**

It is expected that students engaging in online discussions will remain professional and courteous to fellow colleagues, visitors, and faculty. When participating in NURS 5031 discussion forum activities, it is expected that students will:

\*Provide substantive, professional, and content-relevant postings.

\*Respect and acknowledge fellow colleagues’, visitors’ and faculty’s’ postings, ideas,

feelings, and experiences.

\*Engage in collegial and scholarly dialogue if disagreements arise.

\*Demonstrate courtesy and respect to all.

Please remember to adhere to proper netiquette by respecting the work and views of your fellow peers. Posts which do not meet the netiquette requirements will be deleted and consultation with the instructor and/or Dean may occur. Respect of all is an expectation.

\*\*Scholarly references are textbooks used in the course, articles from the WBU library, or your organization's library, which include peer-reviewed journals, professional organizations, such as The Joint Commission, or government agencies, such as the Agency for Healthcare Research and Quality (AHRQ). Resources which are not acceptable include Wikipedia, magazines, such as Better Homes and Garden, etc.

**Policy on Incomplete/Late Work:**

Late assignments will be subject to point deductions as follows:

Assignments submitted 1-2 days late = 10% deduction

Assignments submitted 3-4 days late = 20% deduction

Assignments submitted 5-6 days late = 30% deduction

No assignments will be accepted after 7 days late (one full week after the assignment due), will be graded as a ZERO. **Incomplete work will be graded as such. Please let me know if you are going to be late** with your assignment as soon as possible.

**Academic Integrity:**

Graduate students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, forgery, or plagiarism. Cheating is the actual or attempted practice of fraudulent or deceptive acts for the purpose of improving one’s grade or obtaining course credit; such acts also include assisting another student to do so. Plagiarism consists of the misuse of the published and/or unpublished works of others by misrepresenting the material so used as one’s own work. Penalties for cheating and plagiarism range from 0 for a particular assignment, through an F for the course, and reporting to the school. See Student Handbook for further information.

**Copyright Policy**

Copyright laws and fair use policies protect the rights of those who have produced their material. Using copyrighted material in the course of your projects may require permission from the copyright holder. The student is responsible for adhering to copyright law of the U.S. (Title 17, U.S. Code.)The professor assumes no responsibility for individuals who improperly use copyrighted material.

**Attendance**

The University expects students to actively participate in the online course. There are no scheduled meetings. All information pertaining to the course is on the virtual campus website. The Blackboard software effectively measures participation. Logging in is your attendance record. Please refer to the WBU online attendance policy for more information

http://www.wbu.edu/academics/online\_programs/help%20desk/attendance.html

**Policy and Procedures**

Please refer to the WBU Student Handbook for policies and procedures.

**Disability Statement**

“In compliance with the Americans with Disabilities Act of 1990 (ADA), it is the policy of Wayland Baptist University that no otherwise qualified person with a disability be excluded from participation in, be denied the benefits of, or be subject to discrimination under any educational program or activity in the university. The Coordinator of Counseling Services serves as the coordinator of students with a disability and should be contacted concerning accommodation requests at (806) 291-3765. Documentation of a disability must accompany any requests for accommodations.”

**NURS 5301 Organizational Structure and Systems Leadership**

**Spring 2018**

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| Week | Chapters | Discussion |
| **Week 1**  February 26, 2018 – March 4, 2018 | **Chapter 1** Overview and History of Organizational Behavior  **Chapter 2** Diversity and Cultural Competency in Health Care | Discussion due Sunday, March 4, 2018 at 2359. |
| **Week 2**  March 5, 2018 – March 11, 2018 | **Chapter 3** Attitudes and Perceptions  **Chapter 4** Workplace Communication | Discussion due Sunday, March 11, 2018 at 2359. |
| **Week 3**  March 12, 2018 – March 18, 2018  **March 13th Last day to submit ‘No SHOWS’**  Spring Break |  |  |
| **Week 4**  March 19, 2018 – March 25, 2018 | **Chapter 5** Content Theories of Motivation  **Chapter 6** Process Theories of Motivation  **Chapter 7** Attribution Theory and Motivation | Discussion due Sunday, March 25, 2018 at 2359. |
| **Week 5**  March 26, 2018 – April 1, 2018  **March 30th Good Friday Holiday** | **Chapters 8** Power, Politics, and Influence  **Chapter 9** Trait and Behavioral Theories of Leadership | Discussion due Sunday, April 1, 2018 at 2359. |
| **Week 6**  April 2, 2018 – April 8, 2018  **April 2nd Easter Monday Holiday** | **Chapter 10** Contingency Theories and Situational Models of Leadership  **Chapter 11** Contemporary Leadership Theories | Discussion due Sunday, April 8, 2018 at 2359. |
| **Week 7**  April 9, 2018 – April 15, 2018 | **Chapter 12** Stress in the Workplace and Stress Management  **Chapter 13** Decision Making  **Chapter 14** Conflict Management and Negotiation Skills | Discussion due Sunday, April 15, 2018 at 2359. |
| **Week 8**  April 16, 2018 – April 22, 2018  **April 20th Last day to complete ROUP** | **Chapter 15** Overview of Group Dynamics  **Chapter 16** Groups | Discussion due Sunday, April 22, 2018 at 2359. |
| **Week 9**  April 23, 2018 – April 29, 2018  **April 27th Last day to drop with ‘W’** | **Chapter 17** Work Teams and Team Building | Discussion due Sunday, April 29, 2018 at 2359. |
| **Week 10**  April 30, 2018 – May 6, 2018  **May 4th Last day to drop with WP/WF** | **Chapter 18** Organizational Development | Discussion due Sunday, May 6, 2018 at 2359. |
| **Week 11**  May7, 2018 – May 13, 2018 | **Chapter 19** Managing Resistance to Change | Discussion due Sunday, May 13, 2018 at 2359. |
| **Week 12**  May 14, 2018 – May 19, 2018 |  | Discussion due Sunday, May 19, 2018 at 2359. |