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School of Health Sciences
Program: Nursing
Option: Bachelor of Science

NURS 8300
Leadership in Nursing

Start Date:	January 2007		**End Date:**	June, 2007	

Total Hours:	45	**Total Weeks:**	17	**Term/Level:**	7	**Course Credits:**	3
Hours/Week:		**Lecture:**	**Lab:**	**Shop:**		**Seminar:**	**Other:**

Prerequisites		**NURS 8300 is a Prerequisite for:**	
Course No.	**Course Name**	**Course No.**	**Course Name**
NURS 7050	Communication for Effective Leadership and Management	None	None
BUSA 7250	Management Skills and Applications		

Corequisites
NURS 8330   Nursing Practicum 8

ν Course Description

The focus of this course is the development of leadership skills for nursing practice. The processes of visioning, mentoring, coaching, team building and identifying opportunities for change within the chaos of the health care system are analyzed as strategies to enhance creative leadership practice. Analyzing multiple perspectives and future projections assists the student to create a personal vision for nursing practice and gives students the opportunity to apply creative leadership strategies in their practice.

ν Evaluation

Assignment #1:	Analysis of Leadership and Followership	30%
Assignment #2:	Creating a Vision for Nursing Practice	30%
Assignment #3	Oral Presentation: Identifying Opportunities in Chaos	40%
TOTAL		100%

Comments:
All parts of all assignments must be completed to achieve a passing grade. A grade of 50% is required to pass the course.

ν Course Learning Outcomes

In the process of completing this course the student will:

1. analyze personal characteristics of leadership and followership.
2. analyze transformational leadership from multiple perspectives.
.3. analyze organizational chaos, identifying opportunities for professional and organizational growth.
4. synthesize a vision for future nursing practice based on analysis of projections.
5. synthesize a personal plan for leadership development.
6. examine the relationships between leadership, excellence and professional involvement.

ν Learning Processes Involved in this Course

- **Professionalism** – Students integrate creative leadership and followership into their nursing practice. They identify issues and trends affecting patient care and begin to plan and implement strategies for change.

- **Communication** – Students relate processes of communication to leadership. They analyze how collaboration fosters leadership practices. They work in partnerships that promote leadership and followership skills. They articulate and discuss opportunities for change and their personal vision for nursing practice with peers and colleagues.

- **Systematic Inquiry** – Students independently think critically. They critically analyze and evaluate knowledge related to leadership and followership, and trends and organizational chaos within healthcare. They systematically inquire about leadership from multiple perspectives, including self, others, situation, organization and the health care system.

- **Professional Growth** – Students value how development of leadership practice fosters personal and professional growth. They develop a personal vision of creative leadership and create a plan for actualizing creative leadership in their practice. They reflect on change theory and identify strategies for personal change related to their leadership practice. They examine mentoring as a process to facilitate professional growth.

- **Creative Leadership** – Students analyze ways of knowing, being and doing of creative leadership. They discuss how creative leadership makes a positive difference to clients, peers, self and organization. They reflect on the complementary roles between leaders, followers and managers. They create a vision for nursing practice and identify strategies and actions to carry out that vision in the practice setting. They describe organizational chaos and opportunities for change.

v Verification

I verify that the content of this course outline is current.

_____   _____
Authoring Instructor   Date

I verify that this course outline has been reviewed.

_____   _____
Program Head/Chief Instructor   Date

I verify that this course outline complies with BCIT policy.

_____   _____
Dean/Associate Dean   Date

Note: Should changes be required to the content of this course outline, students will be given reasonable notice.

ⱱ Instructor(s)

Lynn Field   Office Location: SE12-418   Office Phone: 604 451-6945

                      Office Hours: Mondays 0930-1130   Email Address: Through webCT for NURS

                                      Thursdays 0930-1130   8300 course.

ⱱ Learning Resources

Required:

- Buresh, B. & Gordon, S. (2006). *From Silence to Voice: What Nurses Know and Must Communicate to the Public* (2nd ed.). Cornell University Press.
- Grossman, S. & Valiga, T.M (2005). *The New Leadership Challenge: Creating the Future of Nursing* (2nd ed.). Philadelphia: FA Davis.
- Prochaska, J.O., Norcross, J.C., & DiClemente, C.C. (1994). *Changing for Good.* New York: Avon Books.

Recommended:
- Office of Nursing Policy, Health Policy & Communications Branch, Health Canada web site: http://www.hc-sc.gc.ca/onp-bpsi
- Canadian Nursing Advisory Committee. (2002). *Our health, our future: Creating quality workplaces for Canadian nurses.* Available at the above web site.

ⱱ Information for Students

The following statements are in accordance with the BCIT Student Regulations Policy, 5002. To review the full policy, please refer to http://www.bcit.ca/~presoff/5002.pdf

Attendance/illness: In case of illness or other unavoidable cause of absence, the student must communicate as soon as possible with his/her instructor or Program Head indicating the reason for the absence. Prolonged illness of three or more consecutive days must have a BCIT medical certificate sent to the department. Excessive absence may result in failure or immediate withdrawal from the course or program.

Academic Misconduct: Violations of academic integrity, including dishonesty in assignments, examinations or other academic performances are prohibited and will be handled in accordance with the 'Violations of Standards of Conduct' section of Policy 5002 .

First Offence: Any student in the School of Health Sciences involved in an initial act of Academic Misconduct – **Cheating, Fabrication, Plagiarism** and/or **Dishonesty** will receive a Zero (0) or Unsatisfactory (U) on the particular assignment and may receive a Zero (0) or Unsatisfactory (U) in the course, at the discretion of the Associate Dean.

Second Offence: Any student in the School of Health Sciences involved in a second act of Academic Misconduct – **Cheating, Fabrication, Plagiarism** and/or **Dishonesty** will receive a Zero (0) or Unsatisfactory (U) on the particular assignment, a Zero (0) or Unsatisfactory (U) in the course, and the Associate Dean will recommend to the BCIT Vice-President, Education and/or the President, that the student be expelled from the program.

Attempts: BCIT Nursing Program Student Guidelines, Policies and Procedures located online at http://bcit.ca/health/nursing state: Applicants who have any combination of two instances of withdrawal or failure in a Nursing Theory course will be readmitted to the program "with written permission from the Associate Dean, who will detail any special circumstances" (p. 30).

Accommodation: Any student who may require accommodation from BCIT because of a physical or mental disability should refer to the BCIT Policy on Accommodation for Students with Disabilities (Policy#4501) and contact the BCIT Disability Resource Centre (SW1-2300, 604 451-6963) at the earliest possible time. Requests for accommodation must be made to the Disability Resource Centre and should not be made to a course instructor or Program area.

Any student who needs special assistance in the event of a medical emergency or building evacuation (either because of a disability or for any other reason) should also promptly inform their course instructor(s) and the Disability Resource Centre of their personal circumstances.

Expectations

1. Students are responsible for identifying individual learning goals and consulting with the instructor to discuss ways to meet these goals.

2. A learning partnership is essential for the successful completion of this course. Both the student and instructor will communicate openly, demonstrate respect in the relationship and work to establish and maintain a collaborative relationship. This can be achieved by:

   - discussing course outcomes to achieve a shared understanding of them.
   - discussing progress towards meeting the achievement of course outcomes.
   - conferring regularly throughout the course.

3. **As this is a guided learning course, students must initiate contact with the instructor either on-line or by telephone. The office hours for telephone calls are listed on the course outline. If the hours are unworkable, please arrange for an alternate time that is more mutually agreeable.**

4. Read the course introduction module to see the course overview and understand how the course is scheduled. Then, read the course assignments in this course outline to develop an understanding of the evaluation strategies. As you work through the modules, you will be developing ideas for the assignments.

5. Assignments must be done on an individual basis unless otherwise specified by the instructor.

6. **There is an oral presentation on May 9 or 10, 2006 from 0830-1330 hours or 0830-1430 respectively. The presentations will occur in SE12-412. Your instructor will notify you of the times available.** You will present Assignment # 3: Identifying Opportunities in Chaos, at this session.

7. Unforeseeable circumstances may necessitate the alteration of course content, sequencing, timing or evaluations. Students will be given as much notice as possible of such changes.

Course Policies

1. Students are advised to read the *BCIT Nursing Program Student Guidelines, Policies and Procedures* for information.

2. **Assignments are due by 2400 hours on the dates specified.** If an assignment is late, the mark for the assignment will drop 10% for each day it is late (includes weekends and holidays). Papers that do not meet written English conventions and standards for APA will be returned unmarked and considered late until the paper is resubmitted in acceptable form.

3. **The first and/or second assignment due dates may be extended if such is negotiated with the instructor prior to the due date specified in the course outline.** The written portions of Assignments #1 and #2 must be received by the course instructor no later than **weeks 8 and 14 respectively**.

4. Students will be required to submit a medical certificate if a student's ability to complete the course is affected for medical reasons. Please see the BCIT Nursing Program Medical Certificate Definition attached to this course outline.

5. The instructor will use webCT to communicate course information. **Please check the __Announcements__ tab weekly for helpful hints and information about the course. Information specific to student groups or individual students will be send via email.**

6. **Please contact the instructor via webCT during the first two weeks of the course to ensure the technology is working for you, to introduce yourself, and to develop norms for the discussions:**
   - Use the discussion topic **"Introductions"**.
   - During week 1, introduce yourself. I know you have worked with most of the students in the class, but I don't know you. Also, other students may not know about your leadership experience so that information will be new. Please tell us about yourself, your nursing goals and your leadership experience.
   - Students having difficulty accessing webCT via http://online@bcit.ca, should call the student helpdesk at 604 451-7157 or 1-800-351-5533. Or, email studenthelp@bcit.ca Your Id is your student number (A00 000 000) and your password is your student number as well.
   - **By Monday of Week 2, submit three (3) norms you wish all students to follow during the two web discussions.** Over the course of the week, I will summarize the norms and list them in their order of frequency. The top 10 will be the norms for the discussions so make sure you can live with all the norms you suggest.

7. All readings available on-line are available at the BCIT library through e-resources/e-journals or e-books. (The **Internet Resources** tab had direct links to the BCIT library.) Type the full title and journal or the full title of the book and press search.

Course Evaluation

Students have the right and the responsibility to evaluate the course. Ongoing feedback will be obtained from students who are currently in the course so students' needs and course outcomes can be facilitated. At the end of the term, a review will be written that is aimed at modifying the course for subsequent students.

This course develops as each class takes the course. This term, due dates have been modified to fit better with the start of the preceptorship course and readings have been updated.

Student Evaluation

General Information

1. Students are expected to submit academic papers according to the standards of the **American Psychological Association (2001).** Please review the Nursing Program APA Guidelines distributed in Level 1 for expectations in this course. (They are attached to the webCT course on the course content page.) All students are expected to maintain appropriate standards of academic conduct. **Therefore, make sure all writing scrupulously acknowledges the author of ideas. This includes single words or short phrases used by authors to describe their views.**

2. You must submit papers using the webCT **Course Assignment** tool . Please send assignments as word documents. Please make sure you submit assignments in the appropriate heading: Paper for Assignment # 1 or Paper for Assignment #2.

3. Assignments will be graded by hand because they take much less time to mark than computer marking. Graded assignments may be given to your practicum instructor to return or they will be put in your instructor's assignment box in SE12-418 for you to pick up. If you would like the graded assignments returned via Canada Post, please include a completed return address label when you submit the assignment. (This can be found on the webCT course content page).

4. Turn around time for the marking of assignments will be 1-3 weeks depending upon instructor workload and the number of extensions given. All assignments will be kept by the instructor until all students have submitted the assignment.

v Assignment Details

This is the final nursing theory course in the Bachelor of Science, Nursing Program. It is expected students will speak and write at the 4th year university level. An emphasis is placed on stringent application of APA (5th ed.) guidelines distributed by the Nursing Program and available from the homepage of the webCT course.

There are three types of assignments in this nursing leadership course:
- Web-based discussions with your group and the course instructor
- Written assignments
- Oral presentation

This course outline contains an overview of the assignments in the course. Specific information is available from the homepage of the webCT course.

Deadlines

While there are deadlines set for the assignment due dates, **generally extensions are negotiable in this course**. Please be aware, the web-based discussions deadlines are the most difficult to change as the entire group must agree to the extension. Also since the written assignments develop from the web-based discussions, delaying the web-based discussions usually means delaying the written assignments as well. In the past, a number of students have requested extensions because they have found the work of preceptorship significantly impedes their ability to get course work done. However, the majority of students find these dates work best in the course.

Web-based Discussions

1. You will be working in groups of 5 students during the web-based discussions.
2. The course instructor will read your postings then pose questions and make comments to extend your thinking. Unfortunately, because of the number of discussion groups, the instructor cannot comment repeatedly to individual groups. Instead, the instructor will pose some questions and comments individually in the first week of the discussions then post summary comments in the main topic of the discussion section of the course. **Please check the Main topic regularly during the discussions for feedback from the instructor about discussion ideas.**
3. You are expected to respond to questions and comments posed by the instructor and students in the group.
4. When participating in the web-base discussions, be sure to post all discussions in the discussion group. **Please do not send attachments** during discussions as this significantly delays the discussion while people check for viruses before opening the documents.
5. Please post your ideas in the discussion thread started by the first person to post an answer to the particular question. This means the person summarizing the group's thoughts about the question looks in the one discussion thread for the information.
6. Remember, the purpose of the web-based discussions is to promote critical thinking about the course concepts. So, be prepared to identify:
   - the rationale for your thinking
   - the context of your (or the authors') thinking,
   - the assumptions you (or the authors) are making and
   - the alternate perspectives that could be taken.
   Also, be scrupulous about using APA style when citing authors when you present arguments.
7. All members of the group must participate equally in the web-based discussions. This means posting your answers to one discussion question by the end of the first day and the remaining three questions by the end of the fourth day of discussion. You will need to respond to the postings of other students and the instructor so you develop a clear understanding of the questions posted. **Other norms for the discussions will be generated by the class during the first two weeks of the course. Please check the norms when the first discussion opens so you know the expectations for participation.**

8. **The marks for the web-based discussions are based on the summary posting for each question.** There are 4 questions in each discussion and an obligation to edit the summaries according to APA style. Some groups decide to have each group member summarize one question in each discussion while the fifth member edits for APA, while other groups ask members to summarize two questions in one discussion and switches the APA editor. The summary posting for each question must be posted by the deadline and **it must be posted under the discussion question. Again, no attachments.**

9. **At the end of each discussion, all members of the group will be asked to identify the percentage of participation of members. If members say all participated equally and the instructor verifies this by the postings, all members will get the same mark for the summary postings. If members say some participated less or were late and the postings verify this, these members will get the percentage of the mark equivalent to the percentage of their participation.** *Every term some group members are surprised by their rating. Because they do not intend to cause problems, they think the group should take this into consideration. In the past I have found this rarely happens.*

Assignment #1– Analysis of Personal Leadership and Followership – 30% of final mark.

The purpose of this assignment is to help students think critically about the concepts of leadership and followership as they apply to their nursing practice. This assignment has two parts:

*   The web-based discussion using web CT that analyzes leadership **and** followership – 30 marks
*   A plan for leadership **and** followership development based on the analysis of personal leadership **or** followership ability – 50 marks.
*   Total marks for assignment #1 is 80 marks.

Part A - Web-based discussion (30 marks) due February 5 at 2400 hours. Discussion questions will be posted January 22 and remain open until February 5 at 2400 hours. Participation according to the discussion norms confirmed by the class is required in the course. Failure to participate may mean failure in the course.

Part B – Paper (50 marks) due February 12 by 2400 hrs.

Assignment #2 – Creating a Vision for Nursing Practice – 30% of final mark

The purpose of this assignment is to give students the opportunity to develop a vision for their nursing future based on authors' perspectives of health care trends and predictions and students' definition of nursing excellence. It also encourages students to create a plan for the role they might play in actualizing that vision. This assignment has two parts:

*   Web-based discussion using web CT that analyzes health care trends and predictions from multiple perspectives and develops a vision for nursing practice in British Columbia based on students' ideas about nursing excellence and their predictions for health care in 2020– 25 marks.
*   Describes own context of practice and develops a plan to implement group's vision for nursing practice in their nursing practice setting – 30 marks.
*   The total for assignment #2 is 55 marks.

Part A – Web-based discussion (25 marks) due March 5 at 2400 hours. Discussion questions will be posted February 19 and remain open until March 5 at 2400 hours. Participation according to the discussion norms confirmed by the class is required in the course. Failure to participate may mean failure in the course.

Part B – Paper (30 marks) due April 9 by 2400 hours

Assignment #3 – Oral Presentation: Identifying Opportunities in Chaos – 40% of final mark.
Due: May 9 and 10, 2007 at BCIT.

The purpose of this assignment is to provide students with an opportunity to address the possibilities for growth and change within the complexity existing in a practicum setting. This assignment takes the form of an oral presentation to a group of students. **Students will work in pairs** to depict the complexity and its underlying patterns in their practicum setting, identify the opportunities for growth and change, and propose strategies to implement the changes. Both students will receive the same mark.

If, you are doing your preceptorship outside the Lower Mainland of BC and are not returning to the Lower Mainland of BC after Level 7, you may wish is complete this assignment in a different way. Please talk with the instructor before March 11, 2007 to discuss assignment options.

Schedule

Week of/ Number	Outcome/Material Covered	Reference/ Reading	Assignment	Due Date
Jan 8 wk 1	Read Course Outline, Introduction Module and Start Module 1.	See module	Post introduction of self and submit discussion norms.	Jan 19
Jan 15 wk 2	Complete Module 1	See module		
Jan 22 wk 3	Complete Module 2. Read assignment guidelines on webCT homepage	See module	Start web-based discussion for assignment #1.	Feb 5
Jan 29 wk 4			• Finish web-based discussion for Assign #1 • Start written portion of assignment #1	Feb 5 Feb 12
Feb 5 wk 5	.		Complete written portion of Assignment #1.	Feb 12
Feb 12 wk 6	Start Module 3.	See module		Feb 19
Feb 19 wk 7	Complete Module 3 Read assignment guidelines on webCT homepage	See module	Start web-based discussion for Assignment #2.	Mar 5
Feb 26 wk 8			Finish web-based discussion of Assignment #2	Mar 5
Mar 5 wk 9			Start written portion of Assignment #2.	Apr 9

Week of/ Number	Outcome/Material Covered	Reference/ Reading	Assignment	Due Date
			Complete the leadership development plan and submit to your NURS 8330 Instructor Begin to implement leadership development plan in NURS 8330.	
Mar 19 wk 10				
Mar 26 wk 11				
April 2 wk 12	Start Module 4	See module	Complete written paper of Assignment #2.	April 9
Apr 9 wk 13	Complete Module 4 Read assignment guidelines on webCT homepage	See module	Start Assignment #3	May 9 or 10
Apr 16 wk 14	Refer back to Modules 1 & 2 for ideas about change strategies		Continue Assignment #3	
Apr 23 wk 15	Refer back to Modules 1 & 2 for ideas about change strategies		Continue Assignment #3	
Apr 30 wk 16	Refer back to Modules 1 & 2 for ideas about change strategies		Continue Assignment #3	
May 7 wk 17	Meet on Campus for presentation of Assignment #3.		Complete Assignment #3	May 9 or 10