VILLANOVA UNIVERSITY
COLLEGE OF NURSING

GRADUATE PROGRAM

NUR 8906
Section 030
031

LEADERSHIP STRATEGIES IN NURSING

SUMMER 2000
VILLANOVA UNIVERSITY
COLLEGE OF NURSING

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DR. PATRICIA HAYNOR

SUMMER 2000
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COLLEGE OF NURSING
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TITLE
NUR 8906 - Leadership Strategies in Nursing

CREDITS
3

PREREQUISITES
Completion of Role Practicum (or concurrent)

OVERVIEW:
This course is one of the culminating courses in the Graduate Program. It is designed to help students examine theories of leadership, concepts which are related to leadership, and the ways in which nursing and non-nursing historical and contemporary individuals have implemented the leader role. A major focus of the course is the critical study of the concept of leadership for the purpose of defining it, distinguishing it from management and other related concepts, determining how it can be fostered and developed, and so on. An emphasis on the nature and value of moral leadership, the relationship between leaders and followers, and the development of leadership in self and others also are integral to this course.

OBJECTIVES:
1. Analyze the significant characteristics of a variety of leadership theories.
2. Analyze the significant differences between leadership and management.
3. Evaluate the effectiveness of selected leadership styles.
4. Evaluate factors that influence the exercise and development of leadership, particularly transactional, transformational and moral leadership.
5. Formulate a position in relation to self and others regarding leadership abilities.
6. Propose strategies for the implementation of effective leadership within the profession and society.

REQUIREMENTS:
1. Leadership Book/Analysis/Application
2. Concept Analysis/Formal Presentation
3. Individuals as Leaders

EVALUATION METHODOLOGIES:
Leadership Book Analysis (20%)
Concept Analysis/Formal Presentation (20%)
Class Participation (20%)
Individuals as Leaders (40%)
TEXTBOOKS:


OPTIONAL: (Not in Bookstore)


NUR 8906 - Leadership Strategies in Nursing

TOPICAL OUTLINE

MAY 30, 2000
Course Introduction and Overview

1. Understanding Leadership: Chasing an Elusive Butterfly?

JUNE 5
2. Creativity: A Hallmark of Leadership
3. Leadership Styles: Learning from Rabbits
   Contract Due

JUNE 12
4. Inspiring and Achieving a Shared Vision: Leadership and Followership
5. Creating a Preferred Future: The Challenge to Leaders

JUNE 19
6. Conflict: Management or Resolution
   Book Analysis
7. Needed! Nurse "Warriors" to Facilitate Change

JUNE 26
8. Engaging in "Elbow Wars:" Women and Leadership
   Abstract Due

JULY 3
10. "Put Your Own Oxygen Mask on First:"
    Strategies for Empowering, Renewing and Developing Leadership in Others

JULY 10
Student Presentations
   Leader Assignment Due

JULY 17
Student Presentations
Course Summary and Evaluation
Each student is required to complete three assignments for this course.

**CATEGORY I - KNOWLEDGE BASE**

A. The purpose of this assignment is to provide the student with an opportunity to explore a leadership book of their own choosing to analyze (critique) and apply their “discoveries” to their own leadership development. The completed assignment will be evaluated and graded on the extent to which the student’s comments are scholarly, thoughtful, concise, critical and related to leadership.

B. Develop a working definition of leadership.

**CATEGORY II - CONCEPT ANALYSIS/FORMAL PRESENTATION**

The purpose of this assignment is to provide the student with an opportunity to examine a leadership concept in depth and from her/his own unique perspective. The completed assignment will be evaluated and graded on the extent to which the examination/analysis is thorough and comprehensive, reflects a critique and synthesis of relevant literature, is related to leadership in nursing, offers a creative or unique perspective on the topic, and is scholarly in its presentation.

Guidelines for this course assignment, including the criteria for its evaluation, are included in the course book. In addition, students will be provided with self-evaluation and peer evaluation forms related to this assignment.
CATEGORY III - INDIVIDUALS AS LEADERS

The purpose of this assignment is to provide the student with an opportunity to study individuals in and outside the nursing profession who are thought to be leaders and to come to an understanding of why they are seen in that role. The student will be challenged to provide evidence to support conclusions about the individuals as leaders based on as many of the following sources as possible: the individual’s Curriculum Vitae or resume, publications by the individual, presentations given by the individual, an interview with the individual and/or with her/his colleagues, writings about the individual, and/or objective observations of the individual “in action.” In addition, the student will engage in a critical evaluation of her/himself as an emerging nurse leader.

The complete assignment will be evaluated and graded on the extent to which it is objective and critical, integrates relevant literature, provides evidence to support conclusions about the leaders, offers a critical self-analysis, and is a scholarly product. Students will be provided with guidelines for the specific leader analysis option selected. A brief oral presentation highlighting key points will be expected.

Comparison of a Nurse and a Non-Nurse Leader. The student will select a contemporary person in nursing and a contemporary or historical person outside the field whom she/he believes to be leaders. Using the definitions of “leadership” and “leader” developed her/himself, the student is to present a critical analysis of each person and of her/himself in relation to the definitions offered. In addition, a comparison of the nurse and non-nurse leaders in relation to the definitions offered is to be presented. The analysis will be evaluated according to the above-stated criteria, with particular attention being given to its scholarliness and the soundness of the supporting evidence provided, as well as the validity of the comparisons drawn.

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CONTRACT FOR COURSE ASSIGNMENTS

This contract is to be signed and submitted to the instructor on or before June 5, 2000.

COURSE ASSIGNMENT

Category I: Leadership Book

Category II: Concept Analysis/
Formal Presentation

Topic

Category III: Individuals as Leaders

Leaders (Tentative)

Student Signature:

Date:

NOTE: ALL ASSIGNMENTS ARE EXPECTED ON DATES ASSIGNED. ARRANGEMENTS FOR EXCEPTION MUST BE DISCUSSED WITH PROFESSOR AT LEAST 2 WEEKS BEFORE DUE DATE. INCOMPLETE OR LATE ASSIGNMENTS (NOT PREVIOUSLY DISCUSSED) WILL BE SUBJECT TO GRADE REDUCTION.
VILLANOVA UNIVERSITY
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COURSE GRADING SYSTEM

The faculty teaching in the Graduate Nursing Program uses the following scale of numerical equivalents for all approved letter grades:

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In calculating grade point averages, the University uses the following equivalents for course grades:

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NOTE: A grade of less than "C" in a graduate course is not considered a passing grade. A cumulative grade point average of 3.0 ("B") or above is required for graduating from the Master of Science in Nursing Program.

Approved by Faculty Teaching in the Graduate Program, October 8, 1999.

CMM/gh: 10/14/99
NUR 8960 - Leadership Strategies In Nursing

Selected Readings from:
ROSENBACK  TAYLOR

<table>
<thead>
<tr>
<th>Date</th>
<th>Rosenbach &amp; Taylor</th>
<th>Valiga &amp; Grossman</th>
<th>Bennis Entire Book</th>
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<tr>
<td>May 30</td>
<td>p.17-39, 40-60</td>
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<td>p. 179-194</td>
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