

**UNIVERSITY OF PUERTO RICO  
MAYAGUEZ CAMPUS  
COLLEGE OF ARTS AND SCIENCES  
DEPARTMENT OF NURSING  
PROGRAM OF BACHELOR OF SCIENCES IN NURSING**

**COURSE SYLLABUS**

<b>COURSE TITLE</b>	:	<b>Management in Nursing Services</b>
<b>COURSE NUMBER</b>	:	<b>ENFE 4015</b>
<b>CREDIT-HOURS</b>	:	Three credits hours. Three credit hours. Three hours of lecture per week.
<b>PROFESOR</b>	:	Dr. Wilson E Rodriguez Mercado RN MSN
<b>PRE/CO-REQUISITES</b>	:	Senior Standing in Nursing (BSN) ENFE 4002
<b>COURSE DESCRIPTION</b>	:	14 de Agosto 2017

Identification and application of principles of management in planning and providing nursing care.

**COURSE OUTCOMES:**

- a. Integrate concepts from the system theory, previous nursing courses, psychology, mathematics and the humanities as a basis for understanding the changing art and science of management and its application to the evolving art and science of nursing.
- b. Demonstrate knowledge of leadership and management theories and its relationship to health agency management and nursing care delivery systems.
- c. Value the management process as a means for promoting excellence in nursing services.
- d. Examine determinants of human behavior in organizations and the leadership role of the nursing manager.
- e. Examine research critically and evaluate the applicability of findings to nursing management.

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**CONTENT OUTLINE AND TIME DISTRIBUTION:**

THEMES	TIME
Welcome and silabus discussion 14 de Agosto 2017	
Unit I. The Nature of Management in Nursing 16 y 21 de Agosto 2017	3:15 hrs.
A. Management and Leadership Concepts	3:15 hrs.
B. Management/Leadership Theories	1:15 hr.
C. System Theory Principles	
Unit II. The Nursing Management Process 23 y 28 de Agosto 2017	
A. Planning	1: 15 hr.
1. Health care systems	1:15 hr.
2. Vision, mission, philosophy, goals and objectives	1:15 hr.
3. Policies and procedures	1.15 hr.
4. Strategic management	1.15 hr.
5. Fiscal Planning	1:15 hr.
<b>Prueba corta 30 agosto 2017/ Presentación de tema 1 Comunicación efectiva, Persuasión y negación.</b>	1.15 hr.
<b>Feriado 4 de sept 2017</b>	1.15hr.
B. Organizing 6 de sept. 2017	1.15 hr.
1. Organization structures	1.15 hr.
<b>Presentación Tema 2 11 de sept. 2017</b>	1.15 hr.
2. Communication: organizational, persuasion and negotiation	
3. Managing rumor and gossip	1:15 hr.
4. Managing difficult people	1.15 hr.
5. Team building	
* <b>Prueba corta 13 de sept 2017 (1)</b>	1.15 hr.
<b>Presentación Fortaleciendo la autoestima</b>	1.15 hr.
C. Staffing and Scheduling 20 de setp. 2017	1.15 hr.
D. <b>Directing Prestacion tema 3 25 de sept. 2017</b>	1;15 hr.
1. Motivation and job satisfaction	1.15 hr.
2. Delegation	
3. Power y resiliencia	
<b>Presentacion tema 4 27 de sept. 2017</b>	1:15 hr.
4. Managing conflicts	
a. Organizational conflicts	1:15 hr.
b. Collective bargaining	1:15 hr
<b>2 al 9 de oct. 2017 * Prueba corta(2)</b>	1:15 hr.
5. Critical thinking, problem solving and decision making	1:15 hr.
6. Managing effective change	
7. Managing time and stress	5.0 hr.
<b>Presentacion 5 Importancia de los retos en la vida como ayuda o desayuda en nuestra relaciones interpersonales 11 de oct. 2017</b>	

<p>E. Controlling 16 , 23 de oct. 2017</p> <ol style="list-style-type: none"> <li>1. Outcomes management</li> <li>2. Health Care Safety and Risk Management</li> <li>3. Quality management</li> <li>4. Performance appraisal</li> </ol> <p>Presentacion 6 30 de oct. 2017 Violencia doméstica en el área de trabajo *Prueba corta (3)</p> <p>Presentacion 7 1 de noviembre 2017 Impacto del alcohol y drogas en el área de trabajo</p> <p>Presentacion 8 6 de noviembre 2017 Manejo del suicidio y sus consecuencias</p> <p>Presentacion 9 8 DE NOV. 2017 Hostigamiento laboral 13 de nov. 2017 *Prueba corta</p> <p>Presentaciones 13 de nov 2017 Cambio organizacional exitoso, que necesitan los Empleados.</p> <p>20 al 22 de nov.2017 Feriado</p> <p>F. Concept integration project presentation 27 de nov. 2017 al 4 de Dic 2017</p>	
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**INSTRUCTIONAL STRATEGIES:**

- Lectures
- Group discussions
- Audiovisual materials at Ecourses
- Required and recommended readings
- Group and individual presentation
- Team Work

**CAMPUS RESOURCES:**

- General Library and University Computer Center is available to obtain professor's reference materials. The University's Counseling Office has tutorial program for students who need extra help.
- Nursing Computer Center
- Hospital and other health delivery organizations available in the Western Area

**EVALUATION STRATEGIES:**

- (4) Four Short Tests..... 20%
- (1)Final Test..... 15%
- (1)Group project...Health company / Public Policy..... 25%
- (1)Presentation, Nurses Talk..... 25%
- (3) Three Articles of administration (Analysis)..... 10%
- Class participation and assistance ..... 5%

Total..... 

100%
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**GRADING SYSTEM:**

The grades at the Mayagüez Campus are as follows: **A, EXCELLENT (4.0); B, GOOD (3.0); C, SATISFACTORY (2.0); D, PASSING, BUT DEFICIENT (1.0); F, FAILURE (0); P, PASSING; W, AUTHORIZED WITHDRAWAL.** In the case of thesis or research in progress, the grades S (Satisfactory) and NS (Not Satisfactory) will be used, but like the grade P, will not be considered in computing the grade point average. **The same rule may apply in some seminars. "C" is the minimum grade for passing any graduate and major courses** in the Colleges of Business Administration, Engineering, and in the major courses in the **Departments of Nursing**, Mathematics, and Physical Education. The minimum grade for passing other undergraduate course is "D". (See Bulletin of Information at [www.uprm.edu/catalog/UndergraduateCatalog](http://www.uprm.edu/catalog/UndergraduateCatalog) 2012-2013).

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### BIBLIOGRAPHY:

#### Textbook:

Yoder-Wise, PS (2014). *Leading and managing in nursing* . (5th ed.). St Louis: Mosby.

#### Additional References:

Clark, C. (2009). *Creative nursing leadership & management*. Sudbury, MA: Jones and Bartlett Publishers.

Finkelman, A. & Kenner, C. (2010). *Professional nursing concepts: competencies for quality leadership*. Sudbury, MA: Jones and Barlett Publishers.

Gillies, D.A. (1994). *Nursing management: A systems approach*. Philadelphia: W.B. Saunders.

Grossman, S. & Valiga, T. (2009). *The new leadership challenge: creating the future of nursing*. Philadelphia: F A Davis.

Kelly-Heidenthal, P. (2011). *Nursing leadership and management*. (3<sup>rd</sup> ed.) Canada: Thomson Delmar Learning.

Marquis, B., & Huston, C. (2011). *Leadership roles and management functions in Nursing* (7<sup>th</sup> ed.). Philadelphia: Lippincott.

Middleton, J (nd) Leadership skills for nurses. *Nursing Times Special Supplement*. Retrieved on 10 August, 2016 from:  
<https://www.nursingtimes.net/Journals/2011/08/24/j/n/i/Leadership-Skills-for-Nurses.pdf>

Porter-O-Grady, & Malloch, K. (2012). *Leadership in nursing practice*. Sudbury, MA: Jones Bartlett Learning.

Rider, J. & Love, C. (2008) *Managing and coordinating nursing care*. (5<sup>th</sup> ed.). Philadelphia: Lippincott Williams & Wilkins.

Huber, D (2014) *Leadership and Nursing Care Management*. (5<sup>th</sup> ed). Missouri: Elsevier Saunders.

Swansburg, R. & Swansburg R. (2002). *Introduction to management and leadership for nurse manager*. (3<sup>rd</sup> ed.). Sudbury, MA: Bartlett and Jones Publishers.

## **Internet Resources:**

[www.aacn.nche.edu/students/career-resource-center](http://www.aacn.nche.edu/students/career-resource-center)

[www.anpd.org](http://www.anpd.org)

[www.healio.com/journals/jcen](http://www.healio.com/journals/jcen)

[www.rwjf.org/en/research-publications/find-rwjf-research/2013/11/the-rn-work-project.html](http://www.rwjf.org/en/research-publications/find-rwjf-research/2013/11/the-rn-work-project.html)

[www.rnworkproject.org](http://www.rnworkproject.org)

[www.nursingworld.org](http://www.nursingworld.org)

NDNQI Databases

[www.nursingquality.org/#intro](http://www.nursingquality.org/#intro)

IOM REPORT ON THE FUTURE OF NURSING

[http://www.iom.edu/Global/Search.aspx?q=future+of+nursing&output=xml\\_no\\_dtd&client=iom\\_frontend&site=iom&proxyreload=1](http://www.iom.edu/Global/Search.aspx?q=future+of+nursing&output=xml_no_dtd&client=iom_frontend&site=iom&proxyreload=1)

TED : Ideas worth spreading

<http://www.TED.com>

## **Class activities**

1. Problem solving exercises
  - a. Staffing
  - b. Quality and risk control
  - c. Providing service with scarce resources
2. Team building exercises
3. Resume and interview process
4. Career professional plan

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COURSE REQUIREMENTS:

All students are expected to:

- a. Complete all lessons.
- b. Do all assigned readings and related homework.
- c. Come to class prepared to discuss, analyze, apply, summarize and participate with peers.
- d. Come to class and laboratories all the times and on time.
- e. Type all papers in APA format, unless otherwise informed of other.
- h. All students are expected to maintain a professional attitude and demonstrate ethical standards in their interpersonal relationships in the classroom.
- l. All examinations are online unless there is a conflict, otherwise will be administered on the assigned dates.
- m. A written, reasonable excuse must be submitted for an absence from scheduled examination and conference.
- n. Students are required to attend all examinations. If a student is absent from an examination for a justifiable reason acceptable to the professor, he or she will be given a special examination. Otherwise, will receive a grade of Zero or "F" in the examination missed. (See Undergraduate Catalogue 2016-2017).
- q. Planned assignment or written work must be handed in on the assigned date. Notify professor in advance if for any reason a paper cannot be handed in on time for a possible agreement upon this matter. This could affect your final grade.
- r. Student with special health needs that may affect their performance in the course must notify their instructor at the beginning of the semester.

## **POLICIES:**

### Department/Campus Policies:

- a. Class attendance: Class attendance is compulsory. The University of Puerto Rico, Mayagüez Campus, reserves the right to deal with individual cases of non-attendance at any time. Professors are expected to record the absences of their students. Frequent absences affect the final grade of a student, and may even result in the total loss of his/her credits. Arranging to make up work missed because of legitimate class absence is the responsibility of the student. (See Undergraduate Catalogue 2016-2017).
- b. Absence from examinations: Students are required to attend all examinations. If a student is absent from an examination for a justifiable reason acceptable to the professor, he or she will be given a special examination. Otherwise, he or she will receive a grade of “F” for the examination missed. (See Undergraduate Catalogue 2016-2017).
- c. Final examinations: Final written examinations must be given in all courses unless, in the judgment on the Dean, the nature of the subject makes it impracticable. Final examinations scheduled by arrangements must be given during the examination period prescribed in the Academic Calendar, including Saturdays and Sundays. (See Undergraduate Catalogue 2016-2017).
- d. Reading Period: A reading or review period will be provided each semester between the end of the semester and the beginning of final examinations. During this recess, students will be free of any academic obligations so that they may devote this time of studying for their final examinations. (See Undergraduate Catalogue, 2016-2017).
- e. Partial withdrawals: A student may withdraw from individual courses at any time during the term, but before the deadline established in the University Academic Calendar. (See Undergraduate Catalogue 2016-2017).
- f. Complete withdrawals: A student may completely withdraw from the University of Puerto Rico, Mayaguez Campus, at any time up to the last day of classes. (See Undergraduate Catalogue 2016-2017).
- g. Policy on Intellectual and Scientific Misconduct. It is the institutional policy of the Mayagüez Campus to observe the highest standards of intellectual and scientific integrity and to pursue the prosecution of all violations thereof. The lack of integrity and the perpetration of academic and scientific fraud include plagiarism, falsification, false attribution, and all violations of the canons and practices of honesty generally accepted in the academic community, always excepting those which may result from involuntary errors or honest differences in the interpretation of handling of data or information. (See Undergraduate Catalogue 2016-2017).
- h. Institutional Policy on Drugs. The University of Puerto Rico pursues a vigorous policy in combating the manufacture, distribution, supply, possession, and illegal use within its grounds of controlled substances as defined by Puerto Rico Law No. 4 of June 23, 1971 and further treated in subsequent Federal and Commonwealth legislation. The policy and the means and procedures of its enforcement are detailed in Circular Letter 89-01 (**June**



6, 1989), of the President of the University of Puerto Rico. (See Undergraduate Catalogue 2016-2017).

- i. Institutional Policy of Sexual Harassment. The Institution adheres to the principles and statutes concerning to sexual harassment and discrimination for reasons of sex in the area of employment, conduct in the workplace, and the provision of services. Grievance procedures are spelled out in Circular Letter 88-07 (May 27, 1988), of the President of the University of Puerto Rico and the Administrative Board (Certification 93-94-303 of April 7, 1994). (See Undergraduate Catalogue 2016-2017).
- j. Smoking. Smoking is forbidden in all enclosed Campus areas, including but not limited to classrooms, laboratories, lecture rooms, elevators, auditoriums, offices, museums, and all other places where group of persons regularly meet. Smoking is permitted in areas identified and approved as adequate for non-smokers as well as smokers, such as open hallways and other open spaces. (See Undergraduate Catalogue 2016-2017).
- k. The course must approve with a grade of “C” or more. (See written Certification No. 83-82 of April 9, 1983 as approved by the Administrative Board of the U.P.R.-R.U.M).
- l. Disabilities: Students will identify themselves with the Institution and the instructor of the course for purposes of assessment (exams) accommodations.

American with Disabilities Act (ADA): The provisions of American with Disabilities Act (ADA) require reasonable accommodation for students with physical, emotional or learning limitations that prevents or seriously hinders access to the classroom and/or teaching-learning process. This is coordinated by the Office of Services for Students with Disability (OSEI-RUM) under the Certification Number 133 2015- 2016: Amendments Fair Policy and Academic Services for Students with Disability Enrolled at the University of Puerto Rico. Students receiving Reasonable Accommodation Services must pass in the professor’s office hours and/or by appointment. The professor and the student will meet and reach appropriate agreements. For more information please call the Student with Disabilities Office which is part of the Dean of Students Office at (787) 265-3862 or (787) 832-4040 extensions 3250 or 3258.