

COMPREHENSIVE MANAGEMENT PROJECT

The comprehensive management project requires completion of the following six phases:

- Phase I: Site selection and identification of a project
- Phase II: Proposal development and approval
- Phase III: Project completion
- Phase IV: Report preparation
- Phase V: Presentation
- Phase VI. Evaluation

PHASE I. SITE SELECTION AND IDENTIFICATION OF PROJECT

Students are expected to confer with a faculty member regarding the advisability and feasibility of undertaking this option. After doing so, the student selects an organization or setting that will serve as the site for undertaking the project, seeks the assistance of an institutional sponsor and identifies a project opportunity appropriate for focus. Project opportunities may include: organizational improvement projects; projects to improve or enhance patient outcomes; or projects with relevance to nursing practice.

Students must have "intimate access" to the organization and its management. This will necessitate that the student be employed by, or have completed his/her practicum at the organization in which the project will be undertaken. The organization must agree to serve as the site for the study and a member of the management team must be willing to serve as the student's institutional sponsor for the duration of the project. (Need letter of support written on institutional letterhead by sponsor). Student will assure institutional sponsor that strict confidentiality will be maintained.

The identification of the focus and purpose of the project is a critical decision. The student is expected to consult closely with both his/her institutional sponsor and faculty member in making this selection. This project must meet the following requirements:

- (a) It must be important to the organization. That is, the identified opportunity/project should be one that has a significant impact upon the organization's strategic effectiveness and/or operational efficiency.
- (b) It must be broad enough in scope to allow for demonstration of the student's ability to integrate and apply the range of knowledge and skills gained in course work.
- (c) There must be sufficient literature available to assist the student in framing, defining, and forwarding recommendations including a cost/benefit analysis, relevance for nursing practice and/or improvement of patient outcomes.
- (d) There must be adequate data available to rigorously analyze and craft recommendations based upon such analyses.

PHASE II. PROPOSAL DEVELOPMENT AND APPROVAL

No later than 6 months prior to the anticipated date of graduation the student is expected to prepare and submit a proposal for his/her comprehensive management project. This proposal should not exceed ten double spaced, typewritten pages, and must contain the follow sections:

- description of the site in which the project will take place

- identification of the institutional sponsor who will advise the student in the completion of the project
- precise statement of the opportunity identified and a description of its significance to the organization, including cost/benefit analysis, relevance for nursing practice and/or improvement of patient outcomes.
- specification of topics and problems the project will address and/or answer
- description of a conceptual framework and its relevance for use as a framework for the project
- description of the methodology, including data and literature to be used
- schedule for completion of the project
- description of any problems anticipated in conducting the project

This proposal must be approved by both the institutional sponsor and faculty member before proceeding to the next phase.

PHASE III. PROJECT COMPLETION

In this phase, the student undertakes a literature review and conducts analyses necessary to address the problems/opportunities, answer questions posed, and forward recommendations. Since this is typically the most time consuming and intensive phase of the project, approximately three months should be allowed for its completion. Students are expected to work closely with the institutional sponsor and faculty member during this phase, keeping both informed of progress and any problems that arise. The faculty member is available for consultation and assistance as needed. It is the student's responsibility to maintain contact with his/her faculty member regarding this project.

PHASE IV. REPORT PREPARATION

The report must contain the following sections, labeled as noted:

Executive Summary

This section must not exceed two single spaced pages and summarizes the subject, the questions addressed, the method(s) employed, and key recommendations.

Section 1: Introduction

- description of the institution (and division/department/unit, if appropriate) in which the study was conducted
- formulation of the focus and purpose of the project
- significance to the institution and to nursing practice
- specification of any questions to be answered

- description of a conceptual framework and its relevance for use as a framework for the project
- description of the methodology that will be employed to address the problem or opportunity
- presentation of a project time-line from conception to implementation
- discussion of the cost/benefit analysis associated with project

Section 2: Literature Review

A concise, yet thorough review of the relevant professional and scholarly literature in the area directly related to the identified opportunity. The student is expected to demonstrate his/her grasp of what is known in the area.

Section 3: Analysis

This section presents a rigorous analysis in a way that allows for answering the identified problem/opportunity and provides the basis on which recommendations will be forwarded. The analysis is based upon a thorough review of the applicable literature and other methods appropriate for addressing the identified opportunity as described in the previous section (e.g., interviews, analysis of documents, data analysis). Any limitations of the analysis must be specified.

Section 4: Recommendations

Based upon the literature review and analyses conducted, this section forwards specific recommendations in ways that address the identified opportunity or problem, including cost/benefit factors, relevance for nursing practice and/or improvement in patient outcomes.

Appendices

Appendices should include only those materials necessary to support your analyses.

Bibliography

Citations of all materials and literature employed in the study. Please use most recent APA citation format.

The following guidelines apply to preparation and submission of the study report.

- The report should be of the highest quality in terms of presentation, content and writing style. Refer to research based and evidenced based articles for samples.
- The body of the report must be typed double spaced; the executive summary (not to exceed two single spaced pages).

PHASE V PRESENTATION –

The student will prepare a formal presentation of the project to present to the faculty member and the key individuals selected by the sponsoring organization.

PHASE VI. EVALUATION

Two copies of the completed report must be submitted no later than four weeks prior to the end of the semester in which the student hopes to graduate. The institutional sponsor and faculty advisor will evaluate the completed project (see Evaluation criteria). The faculty member (based on his/her assessment and input provided by the institutional sponsor) will make a determination of whether the completed study fulfills requirement for the degree. Consultation may be sought from other faculty members; however, the evaluation of the faculty member is final. Studies will be judged as either passed or not passed.

If, in the opinion of the faculty member, the project meets standards in most areas, but has minor problems that must be corrected, the report will be returned to the student for modifications. Specific deadlines will be established for completion of this work. Studies that are returned for modifications may delay graduation of the student. In such cases the student will be required to reapply for graduation the following semester.

Should the project have major deficiencies and not meet standards, the student will be allowed to undertake the necessary modifications and submit it for review one additional time. An intent form must be submitted within 2 weeks following notification of not passing the project.