FACULTY OF HEALTH SCIENCES AND SPORTS

BACHELOR OF SCIENCE IN NURSING

LEARNING MODULE OUTLINE

Academic Year	2023-2024	Semester	I
Module Code	NLAM4101		
Learning Module	Leadership and Management in Nursing		
Pre-requisite(s)	No		
Medium of Instruction	Chinese /English		
Credits	3	Contact Hours	45 hours
Instructor	LAM NOGUEIRA, Oi Ching Bernice (Subject Teacher) LIU, Ming Karry CHEANG, San San Irene	Email	lamnog@mpu.edu.mo karryliu@mpu.edu.mo t0898@mpu.edu.mo
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MODULE DESCRIPTION

This 45-hour subject is an introduction to basic principles of leadership and management applied to nursing practice. This subject also includes issues about how nurse leaders take the profession to an advanced level. With the knowledge and skills of working with people for attainment of organizational goal, students could cope well in their future practice and develop their potential of becoming a manager and leader in both their professional and personal life.

MODULE INTENDED LEARNING OUTCOMES (ILOS)

On completion of this learning module, students will be able to:

M1.	Master the concepts of management and leadership;
M2.	Discuss the issues of applying management theories in the health care environment;
M3.	Apply the management skills in human resources management;
M4.	Discuss the organization structure and organizational culture;
M5.	Apply the quality management knowledge and skills in nursing practice;
M6.	Discuss the principles of risk management.

These ILOs aims to enable students to attain the following Programme Intended Learning Outcomes (PILOs):

PILOs	M1	M2	M3	M4	M5	M6
P1. Demonstrate an understanding of the holistic nature of the clients' health status involving individual, family, and community aspects.	✓	✓	✓		✓	
P2. Demonstrate effective communication skills and the ability to establish and maintain a therapeutic relationship with clients.	✓	✓	✓		✓	
P3. Demonstrate a mastery and an application of knowledge and skills for nursing practice, including biological sciences, social sciences and humanities, by making appropriate clinical reasoning and performing safe and therapeutic practice.	✓	✓	✓	✓	✓	✓
P4. Demonstrate the ability to maintain legal and ethical standards of nursing practice.	✓	✓	✓	✓	✓	
P5. Demonstrate the ability to carry out relevant research and contribute to the health of the community.	✓	✓	✓	✓	✓	✓
P6. Work effectively and efficiently alone or in teams.	✓	✓	✓	✓	✓	
P7. Demonstrate the ability to identify and evaluate health care issues.	✓	✓	✓	✓	✓	✓
P8. Demonstrate a critical understanding and apply the principles of evidence-based practice to the delivery of nursing care.	✓	✓	✓	✓	✓	✓

MODULE SCHEDULE, COVERAGE AND STUDY LOAD

Chapter	Content Coverage	Contact Hours
1	**Introduction** - Main content, learning objectives, teaching and learning, and assessment of this subject. - Key concepts of Leadership and Management in Nursing	2
2	**Historical development of Management Theory** - Scientific management; Classic Organization; Human Relations; Behavioral Science - Modern Management Theory: Systems Management Theory; Contingency Theory; Complexity Theory and Chaos Theory	4
3	**Overviews of Nursing Management** - Key concepts - Management Process - Roles of Nursing Manager - Management functions - Planning; Organizing; Staffing; Directing; Coordinating; Controlling	6

4	**Management of Human Resources** - Key concepts - Selection and development of personnel - Staffing and scheduling - Controlling of quality - Evaluation and discipline of personnel	8
	Mid-term test	2
5	**Leadership and Management** - Key concepts - Differences between leadership and management - Leadership theories - Power and leadership - Leadership and change	6
6	**Organization and management** - Organization concepts - Organization structure - Motivation & Team Building - Organizing and leading team meeting	6
7	**Key Skills in Nursing Management** - Communication skill and Conflict management - Problem solving and decision making - Time Management - Quality management & Risk Management	9
	Final Examination	2
	Total	**45 hrs**

TEACHING AND LEARNING ACTIVITIES

In this learning module, students will work towards attaining the ILOs through the following teaching and learning activities:

Teaching and Learning Activities	M1	M2	M3	M4	M5	M6
T1. Interactive Lectures	✓	✓	✓	✓	✓	✓
T2. In-class discussions	✓	✓	✓	✓	✓	✓
T3. In-class group activities	✓	✓	✓	✓	✓	✓

ATTENDANCE

Attendance requirements are governed by the Academic Regulations Governing Bachelor's Degree Programmes of the Macao Polytechnic University. Students who do not meet the attendance requirements for the learning module shall be awarded an 'F' grade.

ASSESSMENT

In this learning module is graded on a 100 point scale, with 100 being the highest possible score and 50 being the passing score. Any student scoring less than 35% of the total mark in the final examination will be given an "F" grade for the module even if the overall grade is 50% or higher.

Students are required to complete the following assessment activities:

Assessment Activities	Weighting (%)	ILOs to be Assessed
A1. Mid-term test	40	M1,2,3,4,5
A2. Final Examination	60	M1,2,3,4,5,6

The assessment will be conducted following the University's Assessment Strategy (see www.mpu.edu.mo/teaching_learning/en/assessment_strategy.php). Passing this learning module indicates that students will have attained the ILOs of this learning module and thus acquired its credits.

MARKING SCHEME

Assessment Activities	Assessment Criteria	Mark Ranges				
		88-100	73-87	58-72	50-57	<50
A1. Mid-term test	Demonstrate the ability to identify and apply appropriate concepts, and skills in Leadership and Management in Nursing	Excellent	Good/ Very Good	Satisfactory	Marginal Pass	Fail; not reaching marginal levels
A2. Final Examination		Excellent	Good/ Very Good	Satisfactory	Marginal Pass	Fail; not reaching marginal levels

REQUIRED READINGS

吳欣娟、王豔梅（主編）2018. 護理管理學 (第 4 版)。北京：人民衛生。

REFERENCES

- Dahlkemper. Tamara R. (2017). Nursing leadership, management, and professional practice for the LPN/LVN. F.A. Davis Company.
- Finkelman. (2016) leadership and management for nurses: core competencies for quality care (3 edition). Boston: Pearson.
- Grohar-Murray, M. E. & DiCroce, H. R. (2011). Leadership and management in nursing (4th ed.). New Jersey: Prentice Hall.
- Kelly, P. (2012). Nursing leadership & Management (3rd Ed.). USA: Delmar.

- Marquis, B. L. & Huston, C. J. (2021). Leadership roles and management functions in nursing (10th ed.). Philadelphia: Wolters Kluwer.
- Murray, Elizabeth J. (2017). Nursing leadership and management for patient safety and quality care. F.A. Davis Company.
- Patricia S. Yoder-Wise. (2014). Leading and managing in nursing (5th ed.). USA: Elsevier
- Sullivan, E. J. & Decker, P. J. (2005). Effective leadership management nursing (6th ed.). New Jersey: Prentice Hall.
- 澳 門 政 府 印 刷 署 （2009）。澳 門 公 職 法 律 制 度。澳 門：澳 門 政 府 印 刷 署。 http://bo.io.gov.mo/bo/i/2009/31/lei14_cn.asp
- 澳 門 政 府 印 刷 署 （2009）。澳 門 護 士 職 程 制 度。澳 門：澳 門 政 府 印 刷 署。 http://bo.io.gov.mo/bo/i/2009/33/lei18_cn.asp

STUDENT FEEDBACK

At the end of every semester, students are invited to provide feedback on the learning module and the teaching arrangement through questionnaires. Your feedback is valuable for instructors to enhance the module and its delivery for future students. The instructor and programme coordinators will consider all feedback and respond with actions formally in the annual programme review.

ACADEMIC INTEGRITY

The Macao Polytechnic University requires students to have full commitment to academic integrity when engaging in research and academic activities. Violations of academic integrity, which include but are not limited to plagiarism, collusion, fabrication or falsification, repeated use of assignments and cheating in examinations, are considered as serious academic offenses and may lead to disciplinary actions. Students should read the relevant regulations and guidelines in the Student Handbook which is distributed upon the admission into the University, a copy of which can also be found at www.mpu.edu.mo/student_handbook/.

Timetable Class 4A

Session	Date	Time	Topic	Teacher
1	2023-08-24	11:00-13:00	**1. Introduction** - Main content, learning objectives, teaching and learning, and assessment of this subject. - Key concepts of Leadership and Management in Nursing	Bernice LAM NOGUEIRA
2	2023-08-25	14:30-16:30	**2. Historical development of Management Theory** - Scientific management; Classic Organization; Human Relations; Behavioral Science - Modern Management Theory: Systems Management Theory; Contingency Theory; Complexity Theory and Chaos Theory	Bernice LAM NOGUEIRA
3	2023-08-28	11:00-13:00	**2. Historical development of Management Theory** - Scientific management; Classic Organization; Human Relations; Behavioral Science - Modern Management Theory: Systems Management Theory; Contingency Theory; Complexity Theory and Chaos Theory	Bernice LAM NOGUEIRA
4	2023-08-29	09:00-11:00	**3. Overviews of Nursing Management** - Key concepts - Management process - Roles of Nursing Manager - Management functions	Bernice LAM NOGUEIRA
5	2023-08-31	11:00-13:00	**3. Overviews of Nursing Management(cont.)** - Planning; Organizing; Staffing; Directing; Coordinating; Controlling	Bernice LAM NOGUEIRA
6	2023-09-04	11:00-13:00	**3. Overviews of Nursing Management(cont.)** - Planning; Organizing; Staffing; Directing; Coordinating; Controlling	Bernice LAM NOGUEIRA
7	2023-09-05	09:00-11:00	**4. Management of Human Resources** - Key concepts - Selection of personnel	Bernice LAM NOGUEIRA
8	2023-09-07	11:00-13:00	**4. Management of Human Resources (cont.)** - Development of personnel	Bernice LAM NOGUEIRA

9	2023-09-11	11:00-13:00	**4. Management of Human Resources (cont.)** - Staffing and scheduling - Controlling of quality	Bernice LAM NOGUEIRA
10	2023-09-12	14:30-16:30	**4. Management of Human Resources (cont.)** - Evaluation and discipline of personnel	Bernice LAM NOGUEIRA
11	2023-09-15	09:00-11:00	**5. Leadership and Management** - Key concept - Differences between leadership and management	Karry LIU
12	2023-09-18	11:00-13:00	**5. Leadership and Management (cont.)** - Power and leadership	Karry LIU
13	2023-09-21	11:00-13:00	**5. Leadership and Management (cont.)** - Leadership and change	Karry LIU
14	2023-09-22	09:00-11:00	**6. Organization and management** - Organization concepts - Organizational culture	Karry LIU
15	2023-09-25	11:00-13:00	**6. Organization and management (cont.)** - Motivation & Team Building	Karry LIU
16	2023-09-26	09:00-11:00	**Mid-term test**	Bernice LAM NOGUEIRA
17	2023-09-28	11:00-13:00	**6. Organization and management (cont.)** - Organizing and leading team meeting	Karry LIU
18	2023-10-07	14:00-17:00	**7. Key Skills in Nursing Management** - Communication skill and Conflict management	Irene CHIANG,
19	2023-11-18	14:00-17:00	**7. Key Skills in Nursing Management(cont.)** - Problem solving and decision making - Management of Time	Irene CHIANG
20	2023-11-25	14:00-17:00	**7. Key Skills in Nursing Management(cont.)** - Quality management and Risk Management	Irene CHIANG
21	2023-12-07	16:30-18:30	**Examination**	Karry LIU

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Timetable Class 4B

Session	Date	Time	Topic	Teacher
1	2023-08-24	14:30-16:30	**1. Introduction** - Main content, learning objectives, teaching and learning, and assessment of this subject. - Key concepts of Leadership and Management in Nursing	Bernice LAM NOGUEIRA
2	2023-08-25	09:00-11:00	**2. Historical development of Management Theory** - Scientific management; Classic Organization; Human Relations; Behavioral Science, Modern Management Theory.	Bernice LAM NOGUEIRA
3	2023-08-28	09:00-11:00	**2. Historical development of Management Theory** - Scientific management; Classic Organization; Human Relations; Behavioral Science. Modern Management Theory	Bernice LAM NOGUEIRA
4	2023-08-29	11:00-13:00	**3. Overviews of Nursing Management** - Key concepts - Management process - Roles of Nursing Manager - Management functions	Bernice LAM NOGUEIRA
5	2023-08-31	09:00-11:00	**3. Overviews of Nursing Management(cont.)** - Planning; Organizing; Staffing; Directing; Coordinating; Controlling	Bernice LAM NOGUEIRA
6	2023-09-04	09:00-11:00	**3. Overviews of Nursing Management(cont.)** - Planning; Organizing; Staffing; Directing; Coordinating; Controlling	Bernice LAM NOGUEIRA
7	2023-09-05	11:00-13:00	**4. Management of Human Resources** - Key concepts - Selection of personnel	Bernice LAM NOGUEIRA
8	2023-09-07	09:00-11:00	**4. Management of Human Resources(cont.)** - Development of personnel	Bernice LAM NOGUEIRA
9	2023-09-11	09:00-11:00	**4. Management of Human Resources (cont.)** - Staffing and scheduling - Controlling of quality	Bernice LAM NOGUEIRA

10	2023-09-12	09:00-11:00	4. **Management of Human Resources (cont.)** - Evaluation and discipline of personnel	Bernice LAM NOGUEIRA
11	2023-09-15	11:00-13:00	5. **Leadership and Management** - Key concept - Differences between leadership and management	Karry LIU
12	2023-09-18	09:00-11:00	5. **Leadership and Management (cont.)** - Power and leadership	Karry LIU
13	2023-09-21	09:00-11:00	5. **Leadership and Management (cont.)** - Leadership and change	Karry LIU
14	2023-09-22	11:00-13:00	6. **Organization and management** - Organization concepts - Organizational culture	Karry LIU
15	2023-09-25	09:00-11:00	6. **Organization and management (cont.)** - Motivation & Team Building	Karry LIU
16	2023-09-26	09:00-11:00	**Mid-term test**	langBin
17	2023-09-28	09:00-12:00	6. **Organization and management (cont.)** - Organizing and leading team meeting	Karry LIU
18	2023-10-21	14:00-17:00	7. **Key Skills in Nursing Management** - Communication skill and Conflict management	Irene CHIANG,
19	2023-10-28	14:00-17:00	7. **Key Skills in Nursing Management(cont.)** - Problem solving and decision making - Management of Time	Irene CHIANG
20	2023-11-04	14:00-17:00	7. **Key Skills in Nursing Management(cont.)** - Quality management and Risk Management	Irene CHIANG
21	2023-12-07	16:30-18:30	**Examination**	Bernice LAM NOGUEIRA