



FACULTY OF HEALTH SCIENCES AND SPORTS
BACHELOR OF SCIENCES IN NURSING PROGRAMME
LEARNING MODULE OUTLINE

Academic Year	2024-2025	Semester	I
Module Code	NLAM4101		
Learning Module	Leadership & Management in Nursing		
Pre-requisite(s)	No		
Medium of Instruction	Chinese /English		
Credits	3	Contact Hours	23 hours
Instructor	LAM NOGUEIRA, Oi Ching Bernice (Subject Teacher)	Email	lamnog@mpu.edu.mo
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MODULE DESCRIPTION

This 25-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 leadership and management;
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):



(The PILOs are aligned with the Dublin descriptors, including **knowledge and understanding, acquisition, application, critical judgment, communication skills, and learning skills/ability.**)

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 acquisition , mastery, and 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 community's health.	✓		✓		✓	
P6. Work effectively and efficiently alone or in teams.	✓	✓	✓	✓	✓	
P7. Demonstrate the ability to identify and evaluate health care issues.	✓	✓	✓	✓	✓	
P8. Demonstrate a critical judgment and apply the principles of evidence-based practice to deliver nursing care.	✓	✓	✓	✓	✓	✓

MODULE SCHEDULE, COVERAGE AND STUDY LOAD

Week	Content Coverage	Contact Hours
1	Introduction <ul style="list-style-type: none"> - Main content, learning objectives, teaching and learning, and assessment of this subject. - Key concepts of Leadership and Management in Nursing - Differences between leadership and management - Leadership theories 	3
2	Historical development of Management Theory <ul style="list-style-type: none"> - Classical Management Theories: Scientific management; Management function; Bureaucratic Management; 	3



	<ul style="list-style-type: none"> - Human Relations Management Theories: Behavioural Theory, XY Theory - Modern Management Theories: Systems Management Theory; Contingency Theory; Complexity Theory and Chaos Theory 	
2	Overviews of Nursing Management <ul style="list-style-type: none"> - Key concepts - Management Process - Roles of Nursing Manager - Management functions - Planning; Organizing; Staffing; Directing; Coordinating; Controlling 	3
2	Management of Human Resources <ul style="list-style-type: none"> - Key concepts - Selection and development of personnel - Staffing and scheduling - Controlling of quality - Evaluation and discipline of personnel 	3
3	Management of Human Resources <ul style="list-style-type: none"> - Key concepts - Selection and development of personnel - Staffing and scheduling - Controlling of quality - Evaluation and discipline of personnel 	3
3	Organization and management <ul style="list-style-type: none"> - Organization concepts - Organization structure - Motivation and Team Building - Organizing and leading team meeting 	3
3	Key Skills in Nursing Management <ul style="list-style-type: none"> - Communication skill and Conflict management - Problem solving and decision making - Time Management - Risk Management 	3
	Final Examination	2
	Total	23hrs

TEACHING AND LEARNING ACTIVITIES

In this learning module, students will work towards attaining the ILOs through the following teaching and learning activities: 修讀本學科單元/科目，學生將透過以下教與學活動取得預期學習成效

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

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 from Faculty of Health Sciences and Sports (FCSD) 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.

In this learning module, students are required to complete the following assessment activities:

Assessment Activities	Weighting (%)	ILOs to be Assessed (M1,M2,M3,M4,M5,M6....)
A1. Class learning performance	10	P1,2,3,4,5
A2. Group assignment	40	P1,2,3,4,5
A3. Final Examination	50	P1,2,3,4,5,6

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 High	73-87 Signification	58-72 Moderate	50-57 Basic	<50 Fail
A1. Class learning performance	Demonstrate an understanding of the module covered in classes and show an active learning attitude.	Excellent	Good/ Very Good	Satisfactory	Marginal Pass	Not reaching marginal levels
A2. Group assignment	Demonstrate the ability to complete group assignments by team work, as well as the ability to identify and apply appropriate learnt concepts.	Excellent	Good/ Very Good	Satisfactory	Marginal Pass	Not reaching marginal levels
A3. Final Examination	Demonstrate the ability to answer the questions related to knowledge and skills of leadership and management in	Excellent	Good/ Very Good	Satisfactory	Marginal Pass	Not reaching marginal levels



	nursing that covered in the module.					
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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

- Patricia S. Yoder-Wise. (2014). Leading and managing in nursing (5th ed.). USA: Elsevier
- Kelly, P. (2012). Nursing leadership & Management (3rd Ed.). USA: Delmar.
- Grohar-Murray, M. E. & DiCroce, H. R. (2011). Leadership and management in nursing (4th ed.). New Jersey: Prentice Hall.
- Marquis, B. L. & Huston, C. J. (2021). Leadership roles and management functions in nursing (10th ed.). Philadelphia: Wolters Kluwer.
- Sullivan, E. J. & Decker, P. J. (2005). Effective leadership management nursing (6th ed.). New Jersey: Prentice Hall.
- Tomey, A. M. (2004). Nursing management and leadership (7th ed.). St. Louis: Mosby.
- 盧美秀、林秋芬等編著 (2018)。護理行政 (第七版)。新北市：新文京。
- 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。
<https://www.io.gov.mo/cn/legis/rec/111010>
- 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 each 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

Session	Date	Time	Topic	Teacher
1	2024-08-22	09:00-12:00	<ul style="list-style-type: none">- Introduction- Main content, learning objectives, teaching and learning, and assessment of this subject.- Key concepts of Leadership and Management in Nursing- Differences between leadership and management- Leadership theories	Bernice LAM NOGUEIRA
2	2024-08-27	09:00-12:00	1. Historical development of Management Theory <ul style="list-style-type: none">- Scientific management; Classic Organization; Human Relations; Behavioural Science- Modern Management Theory: Systems Management Theory; Contingency Theory; Complexity Theory and Chaos Theory	Bernice LAM NOGUEIRA
3	2024-08-28	09:00-12:00	3. Overviews of Nursing Management <ul style="list-style-type: none">- Key concepts- Management process- Roles of Nursing Manager- Management functions- Planning; Organizing; Staffing; Directing; Coordinating; Controlling	Bernice LAM NOGUEIRA
4	2024-08-30	09:00-12:00	4. Management of Human Resources <ul style="list-style-type: none">- Key concepts- Selection of personnel- Development of personnel	Bernice LAM NOGUEIRA
5	2024-09-03	09:00-12:00	4. Management of Human Resources (cont.) <ul style="list-style-type: none">- Staffing and scheduling- Controlling of quality- Evaluation and discipline of personnel	Bernice LAM NOGUEIRA
6	2024-09-05	09:00-12:00	5. Organization and management <ul style="list-style-type: none">- Organization concepts- Organizational culture- Motivation and Team Building	Bernice LAM NOGUEIRA
7	2024-09-06	09:00-12:00	6. Key Skills in Nursing Management <ul style="list-style-type: none">- Communication skill and Conflict management- Problem solving and decision making- Management of Time- Quality management and Risk Management	Bernice LAM NOGUEIRA
8	2024-10-24	10:00-12:00	Examination	Bernice LAM NOGUEIRA