



FACULTY OF HEALTH SCIENCES AND SPORTS
MASTER OF SCIENCE IN NURSING
LEARNING MODULE OUTLINE

Academic Year	2023-2024	Semester	2
Module Code	NURS6141		
Learning Module	Nursing Leadership and Management		
Pre-requisite(s)	No		
Medium of Instruction	Chinese /English		
Credits	3	Contact Hours	45 hours
Instructor	LIU, Ming Karry (Subject Teacher) LAM NOGUEIRA, Oi Ching Bernice	Email	karryliu@mpu.edu.mo lamnog@mpu.edu.mo
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MODULE DESCRIPTION

This 45-hour course is designed to assist students in mastering and applying leadership skills and quality management strategies. The contents include the key theories/models of nursing leadership and management, roles and competencies of nurse leaders, human resource management, and quality management, current legal & ethical issues in nursing, and the global healthcare system as well as the medical economics and cost. At the end of the course, the students should be able to apply the knowledge and skills they learned to clinical leadership and management.

MODULE INTENDED LEARNING OUTCOMES (ILOS)

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

M1.	Master the key and classical leadership and management theories/models;
M2.	Discuss the roles and competencies of nurse leaders;
M3.	Apply the management skills in human resources management;
M4.	Analyze the current legal and ethical issues in nursing practice;
M5.	Master the knowledge of quality and safety management in nursing
M6.	Apply the quality management knowledge and skills in nursing practice;
M7.	-Compare the global healthcare systems and the medical economics and cost.



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

PILOs	M1	M2	M3	M4	M5	M6	M7
P1. Demonstrate Knowledge and awareness of a range of advanced modules, fields, theories, and approaches applicable to the nursing discipline.	✓	✓	✓		✓	✓	✓
P2. Demonstrate Knowledge of advanced nursing competency working in different clinical specialties.	✓	✓	✓		✓	✓	✓
P3. Demonstrate Knowledge and understanding of advanced assessment tools used to assess and interpret issues in nursing, challenges and risks in a changing context.	✓	✓	✓	✓	✓	✓	
P4. Demonstrate a critical understanding of the growing scientific and clinical literature which affects nursing in practice.	✓	✓	✓	✓	✓	✓	
P5. Develop an understanding of the theories, analytical approaches, methodologies and practices that underpin nursing in modern society.	✓	✓	✓	✓	✓	✓	✓
P6. Evaluate, extrapolate, and synthesize relevant literature and empirical data and competently apply these to different nursing actual situations.	✓	✓	✓	✓	✓	✓	✓
P7. Develop the ability to apply nursing theory to the analysis of a broad range of actual problems in the current practice area.	✓	✓	✓	✓	✓	✓	✓
P8. To learn continuously within academia, industry, and beyond and to employ relevant information and knowledge to understand different contexts.	✓	✓	✓	✓	✓	✓	✓
P9. To acquire research skills and values that can provide different approaches to problem-solving and decision-making in the nursing area.		✓	✓	✓	✓	✓	
P10. To develop advanced knowledge and analytical skills that are transferable to nursing in practice.	✓	✓	✓	✓	✓	✓	✓
P11. To reinforce evidenced-based nursing through learned knowledge and skills in research.	✓	✓	✓	✓	✓	✓	✓
P12. To have a positive attitude towards society and the environment.	✓	✓	✓	✓	✓	✓	✓
P13. To adhere to high moral standards and to commit to excellence in life-long learning	✓	✓					



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. - Introduction to the classical leadership and management theories.	4 Karry LIU
2	Classical Leadership and Management Theories - Apply the leadership theories in clinical practice.	3 Karry LIU
2	Leadership and Management Theories application (cont.) -Apply the management theories in the clinical practice.	4 Karry LIU
3	Quality management -Understand the general concepts of quality management. -Apply the quality management tools in the clinic practice.	3 Karry LIU
3	Quality management (cont.) -Identify the nursing-sensitive quality indicators. -Propose quality management strategies to safeguard the nursing practice.	4 Karry LIU
3	Quality management (cont.) -Identify the nursing-sensitive quality indicators. -Propose quality management strategies to safeguard the nursing practice.	3 Karry LIU
4	Roles and competencies of nurse leaders -Analyse the actual roles and competencies of nurse leaders. -Distinguish the roles and competencies of nurse leaders between the traditional and current situation.	4 Bernice LAM NOGUEIRA
5	Current legal and ethical issues in nursing practice -Analyse the current legal and ethical issues in nursing practice. -Discuss cases related to legal and ethical issues in nursing practices.	3 Bernice LAM NOGUEIRA
6	Nursing human resources management -Master the concepts of Management of Human Resources. -Analyse the key issues of human resources management in nursing. -Apply the theoretical concepts in human resources planning, implementation and evaluation.	4 Bernice LAM NOGUEIRA
6	Nursing human resources management (cont.) -Apply the theoretical concepts in human resources planning, implementation and evaluation (Cont.) -Discuss barriers and solutions in current human resources management in Nursing.	3 Bernice LAM NOGUEIRA
7	Global healthcare system -Compare the different global healthcare systems and policies -Understand the medical economics and cost	3 Karry LIU
8	Macao Healthcare system, medical economics, and cost	3 Dr. LEI Bernice Lam
9	Tutorial	4 Bernice Lam Karry LIU
	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	M7
T1. Interactive Lectures	✓	✓	✓	✓	✓	✓	✓
T2. In-class discussions	✓	✓	✓	✓	✓	✓	✓
T3. In-class group activities	✓	✓	✓	✓	✓	✓	✓

ATTENDANCE

Attendance requirements are governed by the Academic Regulations Governing Master'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 as the highest possible score and 50 as the passing score. Students are required to complete the following assessment activities:

Assessment Activities	Weighting (%)	ILOs to be Assessed
A1. Continuous assessment	1) Class attendance: 10 2) In-class group discussion and presentation: 20	P1,2,3,4,5,6,7
A2. Final assessment*	70	P1,2,3,4,5,6,7



***Final assessment:**

1) Type: Review report (文獻綜述)

2) Mode:

- Research-orientated students: 5-6 persons/group
- Specialty nurse-orientated students: individual work

3) Topic selection: through “Lucky Draw” select each group’s or individual (Specialty oriented student) topic among the following areas:

- Classical leadership and management theory application (5 groups/individuals)
- Quality management (6 groups/individuals)
- Roles and competencies of nurse leaders (2 group/individual)
- Nursing human resources management (5 groups/individuals)
- Current legal and ethical issues in nursing practice (2 group/individual)
- Healthcare system and policies and medical economics (1 group/individual)

4) The structure of the assignment includes:

- Introduction, which must include the selected topic’s background, significance, and purposes of the review
- Literature review: search strategies, databases
- Synthesis: related concept clarification, measurements, clinical application, current related studies.
- Discussion and recommendations
- Conclusion
- References (Citation and reference list must follow APA format)

5) Other requirements:

- Words: 3,000-3,500 (not more than 4,000)
- Language: either in Chinese or English
- Over-due date submissions will be declined (**2024-04-18, 23:59**)
- Offense of plagiarism will get “0” score even suspension of study



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

姜小鷹. (2020) 《護理管理理論與實踐》第三版。北京：人民衛生出版社。

REFERENCES

1. 周守民. (2017). 當代護理行政學，第三版。台北：華杏。
2. 陳玉枝等. (2015). 護理品質管理。台灣：華杏。
3. 盧美秀. (2017). 護理行政與管理，第三版。台北：五南
4. 盧美秀等. (2018). 護理行政，第七版。台北：新文京。
5. Connolly, D. and Wright, F., (2017) The nursing quality indicator framework tool.
6. Hughes, R.G., (2016) Tools for Quality Improvement and Patient Safety.
7. Marquis, B.L., & Huston, C.J. (2021) Leadership roles and management functions in nursing-theory and application, 10th Edi. Philadelphia: Wolters Kluwer.
8. Tazbir, P.K.J., (2021) Essentials of Nursing Leadership & Management, (6th). US: Cengage Learning.

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

Session	Date	Time	Topic	Teacher
1	2024-01-13	09:00-13:00	Introduction --Main content, learning objectives, teaching and learning, and assessment of this subject. - Introduction to the classical leadership and management theories.	Karry LIU
2	2024-01-13	14:30-17:30	Classical Leadership and Management Theories -Apply the leadership theories in clinical practice	Karry LIU
3	2024-01-20	09:00-13:00	Classical Leadership and Management Theories (cont.) -Apply the leadership theories in clinical practice	Karry LIU
4	2024-01-20	14:30-17:30	Quality management -Understand the general concepts of quality management. -Apply the quality management tools in the clinic practice.	Karry LIU
5	2024-01-27	09:00-13:00	Quality management (cont.) -Identify the nursing-sensitive quality indicators. -Propose quality management strategies to safeguard the nursing practice.	Karry LIU
6	2024-01-27	14:30-17:30	Quality management (cont.) -Identify the nursing-sensitive quality indicators. -Propose quality management strategies to safeguard the nursing practice.	Karry LIU
7	2024-03-09	09:00-13:00	Roles and competencies of nurse leaders - Analyse the actual roles and competencies of nurse Leaders -Distinguish the roles and competencies of nurse leaders between the traditional and current situation.	Bernice LAM NOGUEIRA



8	2024-03-09	14:30-17:30	Current legal and ethical issues in nursing practice - Analyse the current legal and ethical issues in nursing practice. - Discuss cases related to legal and ethical issues in nursing practices.	Bernice LAM NOGUEIRA
9	2024-03-16	09:00-13:00	Nursing human resources management -Analyse the key issues of human resources management in nursing. -Apply the theoretical concepts in human resources planning implementation and evaluation.	Bernice LAM NOGUEIRA
10	2024-03-16	14:30-17:30	Nursing human resources management (cont.) - Apply the theoretical concepts in human resources planning, implementation, and evaluation (Cont.) -Discuss barriers and solutions in current human resources management in Nursing.	Bernice LAM NOGUEIRA
11	2024-03-19	18:30-21:30	Global healthcare system -Compare and contrast the different comprehensive countries' healthcare.	Karry LIU
12	2024-03-23	9:30-12:30	Macao Healthcare system, medical economics, and cost	李展潤醫生 Bernice LAM NOGUEIRA (Bernice 不算課時)
13	2024-03-23	14:30-18:30	Tutorial	Bernice LAM NOGUEIRA Karry LIU (Karry 不算課時)
14	Final assignment submission date: 2024-04-18			