



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

| | | | |
|-----------------------|---|---------------|-------------------|
| Academic Year | 2024-2025 | Semester | II |
| 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 | LAM NOGUEIRA, Oi Ching Bernice (Subject Teacher) | Email | lamnog@mpu.edu.mo |
| Office | Room 726, 7th fl., “Meng Tak Building” | Office Phone | 85993445 |

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 theories of leadership and management applied in nursing practice, roles and competencies of nurse leaders, human resource management, quality management, current legal & ethical issues in nursing, as well as healthcare system & the medical economics and cost in Macao. 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 leadership and management theories; |
| M2. | Discuss the roles and competencies of nurse leaders; |
| M3. | Apply the management skills in human resources management; |
| M4. | Analyse 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. | Analyse Macao’s 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 | Teacher |
|---------|--|---------------|---|
| 1 | Introduction - Main content, learning objectives, teaching and learning, and assessment of this subject. - Introduction to the leadership and management theories. | 1 | Bernice LAM NOGUEIRA |
| 2 | Leadership and Management Theories - Discuss the development of leadership and management theories in three stages. - Apply the leadership theories in nursing practice. | 7 | Bernice LAM NOGUEIRA |
| 3 | 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 |
| 4 | Current legal and ethical issues in nursing practice - Analyze the current legal and ethical issues in nursing practice. - Discuss cases related to legal and ethical issues in nursing practices. | 4 | Bernice LAM NOGUEIRA |
| 5 | 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. - Discuss barriers and solutions in current human resources management in Nursing. | 7 | Bernice LAM NOGUEIRA |
| 6 | Quality management in Nursing - Master the general concepts of quality management. - Apply the quality management tools in the clinical practice. - Identify the nursing-sensitive quality indicators. - Propose quality management strategies to safeguard the nursing practice. | 11 | External Professor/Bernice LAM NOGUEIRA |
| 7 | Healthcare system & medical economics and cost in Macao - Analyse the healthcare systems and policies in Macao. - Analyse the medical economics and cost. | 3 | Dr. LEI Chin Ion (to be confirmed) / Bernice LAM NOGUEIRA |
| 8 | Group Presentation | 8 | Bernice LAM NOGUEIRA |
| | 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: 10 | P1,2,3,4,5,6,7 |
| A2. Group presentation* | 40% | P1,2,3,4,5,6,7 |
| A3. Group written assignment* | 40% | P1,2,3,4,5,6,7 |



*Group presentation:

2) Group size: Each group with 7-8 students.

3) Topic: Each group selects a topic which identify issues encounter in Nursing Leadership and Management and design a project for the improvement of the related issues.

4) The structure of the project:

- Introduction: in which must include the selected topic's background, significance, and purposes of the project;
- Literature review: related theories and concepts;
- Project planning: design a project for the improvement of the identified issue;
- Evaluation criteria for the expected outcome;
- Conclusion and suggestions,
- References (Citation and reference list must follow APA format)

5) Other requirements:

- Words: 4,000-5,000
- Language: either in Chinese or English
- References: at least 8 Chinese and 8 English articles
- Format: APA Format version 7
- Over-due date submissions will be declined (**2025-04-12, 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. Group presentation 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. Group written assignment | | Excellent | Good/ Very Good | Satisfactory | Marginal Pass | Fail; not reaching marginal levels |



REQUIRED READINGS

姜小鷹、李繼平. (2018)《護理管理理論與實踐》. 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. Marquis, B.L., (2017) Leadership roles and management functions in nursing-theory and application, 9th Edi. Philadelphia: Lippincott Williams & Wilkins
9. Tazbir, P.K.J., (2014) Essentials of Nursing Leadership & Management, (3rd). 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 / Hours | Topic | Teacher |
|---------|------------|--------------------------|--|---|
| 1 | 2025-02-22 | 09:00-13:00 (4 hours) | Introduction -- Main content, learning objectives, teaching and learning, and assessment of this subject. Leadership and Management Theories - Introduction to the leadership and management theories. | Bernice LAM NOGUEIRA |
| 2 | 2025-02-22 | 14:00-18:00 (4 hours) | Leadership and Management Theories (Cont.) - Discuss the development of leadership and management theories in three stages. - Apply the leadership theories in nursing practice. | Bernice LAM NOGUEIRA |
| 3 | 2025-03-01 | 09:00-13:00 (4 hours) | Roles and competencies of nurse leaders - Analyze 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 |
| 4 | 2025-03-01 | 14:00-18:00 (4 hours) | Current legal and ethical issues in nursing practice - Analyze the current legal and ethical issues in nursing practice. - Discuss cases related to legal and ethical issues in nursing practices. | Bernice LAM NOGUEIRA |
| 5 | 2025-03-08 | 09:00-13:00 (4 hours) | Nursing human resources management - Master the concepts of Management of Human Resources. - Analyse the key issues of human resources management in nursing. | Bernice LAM NOGUEIRA |
| 6 | 2025-03-08 | 14:30-17:30 (3 hours) | Nursing human resources management (cont.) - Apply the theoretical concepts in human resources planning, implementation, and evaluation. - Discuss barriers and solutions in current human resources management in Nursing. | Bernice LAM NOGUEIRA |
| 7 | 2025-03-15 | 09:00-13:00 (4 hours) | Quality management in Nursing (Workshop) - Master the general concepts of quality management. - Apply the quality management tools in the clinic practice. | External Professor/ Bernice LAM NOGUEIRA |
| 8 | 2025-03-15 | 14:30-17:30 (3 hours) | Quality management in Nursing (Workshop) (cont.) - Identify the nursing-sensitive quality indicators. - Propose quality management strategies to safeguard the nursing practice. | External Professor/ Bernice LAM NOGUEIRA |



| | | | | |
|---|------------|--------------------------|---|---|
| 9 | 2025-03-22 | 09:00-13:00 (4 hours) | Quality management in Nursing (Workshop) (cont.) - Identify the nursing-sensitive quality indicators. - Propose quality management strategies to safeguard the nursing practice. | External Professor/ Bernice LAM NOGUEIRA |
| 10 | 2025-03-22 | 14:30-17:30 (3 hours) | Macao Healthcare system, medical economics, and cost (Workshop) - Analyse the healthcare systems and policies in Macao. - Analyses the medical economics and cost in Macao. | Dr. LEI Chin Ion (to be confirmed) / Bernice LAM NOGUEIRA |
| 11 | 2025-03-29 | 09:00-13:00 (4 hours) | Group Presentation | Bernice LAM NOGUEIRA |
| 12 | 2025-03-29 | 14:00-18:00 (4 hours) | Group Presentation (Cont.) | Bernice LAM NOGUEIRA |
| Written assignment submission date: 2025-04-12 | | | | |

Guideline for Group Assignment

Topic: Design a project for the improvement of issue encounter in Nursing Leadership and Management.

Mode of Practice: Presentation and Written Assignment

Presentation Date/Time: 29/03/2025 09:00-13:00; 14:00-18:00 (8 hours) (40 minutes / group)

Written assignment: 4000- 5000 word, MPU written assignment format (APA version 7)

Submission of Written assignment: 12/04/2025 by 23:59.

Students per Group: 7-8 students / group

Guideline:

Each group selects a topic which identify issues encounter in Nursing Leadership and Management and design a project for the improvement of the related issues.

- Introduction: in which must include the selected topic's background, significance, and purposes of the project;
- Identify the current issues encounter in Nursing Leadership and Management
- Describe the selected issues in current practices in nursing management.
- Define priority of the identified issues
 - Severity of the health problem
 - Assurance of resources for intervention
- Design a project for the improvement of the related issues
 - Target population
 - Planning
 - Goals and objectives
 - Timeline
 - Strategies
 - Resources
 - Contingency management
 - Intervention methods
 - Evaluation methods
- Conclusion and Suggestion
- References

Appendix 2. Assessment criteria for **Group Presentation** - “Design a project for the improvement of issue encounter in Nursing Leadership and Management”

| Assessment Criteria | Weighting | Score and comments |
|---|-----------|--------------------|
| 1. Introduction <ul style="list-style-type: none"> Describe topic’s background, significance, and objectives of the project, as well as team members | 5% | |
| 2. Current issues encounter in Nursing Leadership and Management <ul style="list-style-type: none"> Accurate with relevant information | 10% | |
| 3. Description of the selected issues in nursing management <ul style="list-style-type: none"> Clear and specific description Well justified according to current situation Adequate supportive evidences Accurate priority definition of selected health problems | 10% | |
| 4. Design a project for the improvement for the selected topic: <ul style="list-style-type: none"> Key information and concise description Well justified according to current situation Reasonable explanation <ul style="list-style-type: none"> Appropriate Target Population Appropriate planning: <ul style="list-style-type: none"> Goals and objectives Timeline Strategies Resources Contingency management Feasible intervention and evaluation methods | 40% | |
| 5. Presentation skills <ul style="list-style-type: none"> Preparation of the venue Topic Introduction Presentation skills (sequence, smooth, appropriate, pertinent and integrate) Communication skill (language and words, volume) Reasonable explanation Supplementary teaching materials Time control Interaction with participants Conclusion Group collaborations and team spirit | 30% | |
| 6. Proper use of reference <p>At least 8 Chinese and 8 English articles reference documents.</p> <ul style="list-style-type: none"> Updated information Proper indication of sources Complete information | 5% | |
| Total Score | 100% | |

Appendix 3. Assessment criteria for **Group Written Assignment** - “Design a project for the improvement of issue encounter in Nursing Leadership and Management”

| Assessment Criteria | Weighting | Score and comments |
|---|------------------|---------------------------|
| 1. Introduction <ul style="list-style-type: none"> Describe topic’s background, significance, and objectives of the project, as well as team members | 10% | |
| 2. Current issues encounter in Nursing Leadership and Management <ul style="list-style-type: none"> Accurate with relevant information | 10% | |
| 3. Description of the selected issues in nursing management <ul style="list-style-type: none"> Clear and specific description Well justified according to current situation Adequate supportive evidences Accurate priority definition of selected health problems | 10% | |
| 4. Design a project for the improvement for the selected topic: <ul style="list-style-type: none"> Key information and concise description Well justified according to current situation Reasonable explanation <ul style="list-style-type: none"> Appropriate Target Population Appropriate planning: <ul style="list-style-type: none"> Goals and objectives Timeline Strategies Resources Contingency management Feasible intervention and evaluation methods | 40% | |
| 5. Conclusion | 10% | |
| 6. Suggestion | 10% | |
| 7. Proper use of reference <p>At least 8 Chinese and 8 English articles reference documents.</p> <ul style="list-style-type: none"> Updated information Proper indication of sources Complete information | 5% | |
| 8. Style of writing <ul style="list-style-type: none"> Appropriate organization Concise writing with clear meaning Proper explanation of unusual abbreviations Communicative | 5% | |
| Total Score | 100% | |