



FACULTY OF HEALTH SCIENCES AND SPORTS

MASTER OF SCIENCE IN NURSING

LEARNING MODULE OUTLINE

Academic Year	2025-2026	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	Dr. LAM NOGUEIRA Oi Ching Bernice (Subject Teacher) Prof. GAO Ling Ling Dr. LEI Chin Ion	Email	lamnog@mpu.edu.mo llgao@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 theories of leadership and management applied in nursing practice, roles and competencies of nurse leaders, current legal & ethical issues in nursing, human resource management, quality management, 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 and crisis 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 key concepts of leadership and management in Nursing.	2	LAM NOGUEIRA Bernice
2	Leadership and Management Theories - Discuss the evolution of leadership and management theories in three stages. - Apply the leadership theories in nursing practice.	6	LAM NOGUEIRA Bernice
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	LAM NOGUEIRA Bernice
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	LAM NOGUEIRA Bernice
5	Human resources management in Nursing - 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	LAM NOGUEIRA Bernice
6	Quality management in Nursing - Master the general concepts and theories of industrial quality and quality management - Describe the complexity of defining and measuring healthcare quality - Identify the nursing quality indicators - Propose quality management approaches to safeguard the nursing practice - Apply quality improvement approaches and tools to the clinic's practice	11	GAO Ling Ling
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. Chin Ion LEI
8	Group Presentation	8	LAM NOGUEIRA Bernice / GAO Ling Ling
	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% (Plan II: A1 + A2=30%)	P1,2,3,4,5,6,7
A3. Group written assignment*	40% (Plan II: A3 = 70%)	P1,2,3,4,5,6,7

*Group presentation:

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

2) 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.

3) 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)



4) 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 (**2026-03-21, 23:59**)
- Offense of plagiary 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	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	2026-01-17	09:00-13:00 (4 hours)	Introduction - Main content, learning objectives, teaching and learning, and assessment of this subject. Leadership and Management in Nursing - Introduction of key concepts of leadership and management in nursing. Leadership and Management Theories - Discuss the evolution of leadership and management theories in three stages.	LAM NOGUEIRA Bernice / GAO Ling Ling
2	2026-01-17	14:00-18:00 (4 hours)	Leadership and Management Theories (Cont.) - Identify the characteristics and importance of the development of leadership and management in three stages. - Apply the leadership theories in nursing practice.	LAM NOGUEIRA Bernice
3	2026-01-24	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.	LAM NOGUEIRA Bernice
4	2026-01-24	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.	LAM NOGUEIRA Bernice
5	2026-01-31	09:00-13:00 (4 hours)	Human resources management in Nursing - Master the concepts of Management of Human Resources. - Analyse the key issues of human resources management in nursing.	LAM NOGUEIRA Bernice
6	2026-01-31	14:30-17:30 (3 hours)	Human resources management in Nursing (cont.) - Apply the theoretical concepts in human resources planning, implementation, and evaluation.	LAM NOGUEIRA Bernice
7	2026-02-07	09:00-13:00 (4 hours)	Quality management in Nursing - Understand the general concepts and theories of industrial quality and quality management - Describe the complexity of defining and measuring healthcare quality	GAO Ling Ling



8	2026-02-07	14:30-17:30 (3 hours)	Quality management in Nursing (cont.) - Identify the nursing-sensitive quality indicators. - Propose quality management strategies to safeguard the nursing practice.	GAO Ling Ling / LAM NOGUEIRA Bernice
9	2026-03-07	09:00-13:00 (4 hours)	Quality management in Nursing (cont.) - Propose quality management approaches to safeguard the nursing practice - Apply quality improvement approaches and tools to the clinic's practice	GAO Ling Ling
10	2026-03-07	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/ LAM NOGUEIRA Bernice
11	2026-03-14	09:00-13:00 (4 hours)	Group Presentation	LAM NOGUEIRA Bernice /
12	2026-03-14	14:00-18:00 (4 hours)	Group Presentation (Cont.)	GAO Ling Ling
	Written assignment submission date: 2026-03-21			