

## In the Name of God

**Islamic Republic of Iran**  
**Ministry of Health and Medical Education**  
**Deputy Minister of Education**  
**Master's Degree**  
**In Nursing Management**

### Total Course Credits:

Basic Courses: 4

Elective Courses: 2

Core Courses: 26 (6 credits of Clinical internship and 6.5 credits of Clinical practice)

Thesis: 4

Total: 36

### Course duration:

It is in accordance with the regulations of the non-continuous master's degree program approved by the Supreme Council for Medical Sciences Planning.

### Program Description

**Introduction:** Planning, establishing, operating, and developing healthcare, treatment, and rehabilitation centers, especially hospitals, require the expertise of specialists, including management professionals and nursing managers. These individuals, in addition to possessing general management knowledge, should have essential expertise in managing nursing units, applying nursing care standards, utilizing informatics and information science in nursing management, fostering intra-hospital and inter-hospital relationships, evaluating and improving the quality of nursing care, and engaging in strategic planning and management in nursing and healthcare systems. Furthermore, they must have the ability to initiate changes and adapt them to meet the healthcare needs of society.

**Definition of the Field:** Nursing management is a branch of nursing that focuses on managing nurses and ensuring adherence to patient care standards. For institutions such as hospitals, clinics, and care centers where nurses provide services, having a strong and effective nursing management system is essential (Yoder-Wise, 2019). Graduates of this field are prepared for roles in nursing management to ensure high-quality performance in patient care, oversee nursing staff, educate students, and foster a culture of achievement (LL University, School of Nursing, 2020). Nursing management is responsible for supervising nursing staff in hospitals or clinical settings. Nurse managers oversee patient care, make managerial and budgetary decisions, schedule work shifts, coordinate meetings, and make staffing decisions, all with the aim of enhancing the quality of nursing care. They must integrate clinical and nursing skills with leadership and management abilities, enabling them to approach problem-solving creatively (Duquesne University, School of Nursing, 2020). Nursing management is an independent profession dedicated to delivering ethical

and legal nursing care services of high quality, aligned with the needs of patients and healthcare recipients.

**Values:** The philosophy of the Nursing Management field is to uphold high human values in the path of enhancing the quality of nursing care and meeting the physical, psychological, social, and spiritual needs of clients. In this regard, optimizing the nursing process to improve service quality, reduce healthcare system costs, enhance nurses' competencies, improve the quality of life of nursing staff, and increase client satisfaction is achieved through the application of professional judgment in planning, organizing, leading, and controlling nursing services in a safe and comprehensive manner.

This program emphasizes the following values:

- Respecting and preserving the rights and dignity of patients and colleagues.
- Adhering to professional ethics, accountability, and professional responsibility.
- Upholding ethical and human principles, justice, and **equity and equality** while promoting human-centered care in client services.
- Educating individuals to foster creativity, innovation, competence, self-confidence, and a thirst for knowledge.
- Strengthening the spirit of lifelong learning, self-education, collaboration, and teamwork.
- Utilizing modern educational techniques and methods to achieve defined goals.
- Developing professional and communication skills and competencies.
- Reinforcing the interdisciplinary nature of nursing with a focus on **interprofessional collaboration and participation**.
- Encouraging teamwork and interdepartmental coordination to preserve and promote clients' health.
- Providing comprehensive and high-quality nursing services.
- Continuously striving to improve nursing services at the community level.
- Ensuring the quality of service delivery.

**Vision:** Within a ten-year horizon and in alignment with the national healthcare vision, we aim for graduates of this field to utilize modern educational and research-based science and technology to create a positive work environment that fosters professional growth and development. This will lead to the enhancement of nursing care quality and the advancement of accreditation indicators and standards in the field of nursing services.

**Mission:** The primary mission of the Non-Continuous Master's Program in Nursing Management is to train knowledgeable, competent, committed, ethical, responsible, and accountable nursing managers. These professionals will assume leadership and managerial roles at various levels of nursing, integrating science and art to achieve quality improvement in nursing services.

### Admission Requirements:

Admission to this field is subject to the regulations and policies of the Ministry of Health, Treatment, and Medical Education. Candidates applying for the Master's (Non-Continuous)

Program in Nursing Management must meet the general eligibility criteria in addition to the following specific requirements:

- Holding a Bachelor's degree in Nursing (continuous program) obtained from domestic or international institutions recognized by the Ministry of Health, Treatment, and Medical Education.
- Successfully passing the entrance exam for the Master's (Non-Continuous) Program.

For the latest updates regarding accepted academic degrees, exam subjects, and entrance exam weightings for each academic year, applicants should refer to the official Master's Entrance Exam Guide for Medical Sciences Programs of the respective year.

### **Roles of Graduates in Society:**

Graduates of this field will serve in the following roles within society:

- Caregiver
- Educator
- Researcher
- Manager
- Producer (Entrepreneur)

### **The Aims of the Course:**

The goal is to train graduates who, through effective decision-making, conflict resolution, change management, effective communication with healthcare team members, and time management, can work collaboratively with other healthcare professionals to:

Improve care standards and achieve the objectives of the healthcare system at various levels and centers.

Enhance professional performance and strengthen nurses' competencies.

Reduce healthcare system costs.

Promote growth and efficiency in nursing service delivery.

Improve the quality of life for nursing staff.

Increase patient satisfaction.

### **Expected Competencies at the End of the Program:**

#### **General Competencies<sup>1</sup>:**

- Ethical Practice & Patient Rights: Adhering to ethical principles and protecting the rights of patients and their families.
- Communication Skills: Establishing ethical and professional communication with patients, families, colleagues, and students.

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1. General competencies expected of the graduates such as communication skills, critical thinking & problem-solving skills, professionalism ....

- Interdisciplinary Collaboration: Effectively engaging in organizational communication with healthcare team members.
- Research & Scientific Writing: Conducting research, writing, and critically analyzing scientific articles.
- Critical Thinking: Evaluating healthcare service delivery systems for patients and their families at both micro and macro levels.
- Problem-Solving & Decision-Making: Applying critical thinking skills to identify issues and propose effective solutions.
- Professional Work Environment Adaptability: Functioning effectively in healthcare and patient care settings.
- Management & Organizational Skills: Assessing, planning, organizing, evaluating, and leading nursing teams to enhance the quality of nursing care.
- Evidence-Based Decision-Making: Making informed decisions based on the best available evidence.
- Quality Control & Assurance: Monitoring and ensuring the quality of procedures in healthcare and patient care centers.
- Professional Development: Advancing nursing care for patients and their families through continuous improvement.
- Self-Improvement & Professional Accountability: Demonstrating self-development and accountability in professional roles.
- Entrepreneurship & Innovation: Developing entrepreneurial skills, fostering innovation, and utilizing digital marketing strategies.
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### **Specific Competencies and Skills:**

#### **Care:**

- Providing evidence-based nursing and evidence-based care management.

#### **Education:**

- Patient and caregiver education.
- Knowledge transfer management.

#### **Research:**

- Designing and conducting academic, national, and international research studies.

#### **Managerial and Organizational:**

- Planning, monitoring, supervision, and evaluation of programs related to patient care and health.
- Applying critical thinking.
- Employing cultural sensitivity.
- Utilizing group processes.
- Applying leadership skills.
- Utilizing negotiation and consultation techniques.
- Developing tools and guidelines for data collection and analysis.
- Experiential learning through practice.
- Developing and evaluating operational programs.
- Developing and evaluating strategic plans.
- Preparing and drafting standards, indicators, supervisory tools, and nursing guidelines.

- Managing the supply, adjustment, and distribution of human resources (developing human resources for the present and future).
- Estimating required budgets.
- Designing and managing operational and care processes.
- Designing, implementing, and evaluating continuing education and in-service training programs for nursing staff.
- Monitoring and supervising the quality of nursing staff activities based on job descriptions.
- Organizing human resources based on patient care needs.
- Risk assessment and management.
- Safety management, including self-safety, patient safety, and environmental safety.
- Crisis management.
- Change management.
- Time management.

**Innovative (Entrepreneurial):**

- Assessing and managing emerging technologies in nursing.
- Launching startups related to nursing management services in the community.

## **Educational Strategies<sup>1</sup>, Teaching & Learning Methods<sup>2</sup> (aligned with the expected competencies):**

This program is based on the following strategies:

- Task-based education / Learning by doing
- Student-centered learning
- Problem-based learning
- Community-oriented learning
- Subject-directed learning
- Evidence-based learning
- Portfolio development-based learning
- Holistic learning
- Competency-based professional learning
- Participative learning

Educational Methods and Techniques:

This course will primarily utilize the following educational methods and techniques:

- Seminars and conferences at intra-departmental, interdisciplinary, and inter-university levels
- Small group discussions, workshops, journal clubs, and case presentations
- In-person training at hospitals, comprehensive health service centers/bases, and other nursing management service settings
- Virtual training using educational videos, scenarios, and demonstrations
- Use of distance learning and simulation techniques as available
- Participation in training lower levels of nursing staff
- Self-education (self-education, self-study)

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1. Educational Strategies such as Problem-Based Education, Discipline-Based Education, Hospital- Based Education, Community-Based Education, Electives, Student-Centered Education, etc.

2. Teaching & Learning Methods such as Interactive Lecture (questions and answers, group discussions, etc.), Small Group Discussion, Role Play, Guided Discovery Learning, Team-Based Learning (TBL), Problem-Based Learning (PBL), Case-Based Learning, Peer Education, etc.

- Scientific visits to healthcare centers with unique programs and successful managers
- Practical and clinical training (workshops on operational projects in the healthcare sector (HSR) in hospitals, nursing decision-making centers, and other healthcare, educational, and research institutions)
- Scientific visits and analysis of the structures of professional nursing organizations and institutions
- Other educational methods and techniques as needed and based on educational objectives

## **Student Assessment Types and Methods (aligned with the expected competencies):**

### **A - Assessment Methods:**

Students will be assessed using the following methods:

- Written Tests
- Oral Tests
- Computer Interaction Tests
- 360-Degree Feedback
- Portfolio Assessment
- Anecdotal Evaluation
- Objective Structured Clinical Examinations (OSCE)
- Direct Observation of Procedural Skills (DOPS)
- Mini Clinical Evaluation Exercise (Mini-CEX)
- Project-Based Assessment
- Workshop-Related Documentation

Portfolio Assessment includes the evaluation of the Logbook, results of conducted tests, published articles, commendations and warnings, work completion certificates, and other related documents.

### **B - Frequency of Assessment:**

Assessments will be conducted continuously, periodically, and at the final stage, as follows:

- Intra-group assessments will be managed by the educational group.
- Assessments based on specific and case-specific needs will also be conducted.

## The overall structure of the course:

### Basic Courses/ Compensatory Courses (4 Credits)

Code	Course Title	Course Credits			Credit Hours			Prerequisite
		Total	Theoretical	Practical	Total	Theoretical	Practical	
01	Medical Information Systems <sup>1</sup>	1	0.5	0.5	26	9	17	-
02	Advanced Statistics and Research Methodology	3	2	1	68	34	34	-
<b>Total</b>		<b>4</b>						

<sup>1</sup>. Taking this course is mandatory as a remedial or deficiency course only for students who did not complete it at the undergraduate level.

### Elective Courses/ Compensatory Courses (4 Credits)

Code	Course Title	Course Credits			Credit Hours			Prerequisite
		Total	Theoretical	Practical	Total	Theoretical	Practical	
15	Nursing Informatics	1	0.5	0.5	35	9	26	-
16	Staff Training Course Design and Planning	1	0.5	0.5	35	9	26	-
17	Organizational Sociology	1	0.5	0.5	35	9	26	-
18	Financial Management	1	0.5	0.5	35	9	26	-
<b>Total</b>		<b>4</b>						

\* The student must complete 2 credits from the courses in the above table, based on their thesis topic of interest and considering the conditions and resources available at the faculty.

**Core Courses (۲۶ Credits)**

Code	Course Title	Course Credits					Credit Hours					Prerequisite
		Total	Theoretical	Practical	Clinical practice	Internship Courses	Total	Theoretical	Practical	Clinical practice	Internship Courses	
03	Nursing Theories	1.5	۱	-	0.5	-	43	17	-	26	-	-
04	Evidence-Based Nursing Care Management	2	۱,۰	-	0.5	-	52	26	-	26	-	-
05	Modern Theories of Management and Leadership in Nursing	1.5	۱,۰	-	-	-	26	26	-	-	-	-
06	Organizational Behavior Management	2.5	۱,۰	-	1	-	77	26	-	51	-	-
07	Strategic and Operational Planning in Nursing	2	۱	-	1	-	68	17	-	51	-	05
08	Human Resources Management	3	۲	-	1	-	85	34	-	51	-	05
09	Ethics and Law in Nursing Management	1.5	۱	-	0.5	-	43	17	-	26	-	-
10	Quality Management and Accreditation in Nursing	2.5	۱,۰	-	1	-	77	26	-	51	-	05, 07

11	Health Policy and Economics	2.5	۱,۰	-	1	-	77	26	-	51	-	07, 08
12	Crisis Management in Health Systems	1	۱	-	-	-	17	17	-	-	-	07, 09
13	Nursing Management Internship	6	-	-	-	6	408	-	-	-	408	05, 06, 03, 04
<b>Total</b>		<b>۲۶</b>										

**Clinical practice:**

Code of the Course	Name of the Course	Credits	Teaching Hours
03	Nursing Theories	0.5	26
04	Evidence-Based Nursing Care Management	0.5	26
06	Organizational Behavior Management	1	51
07	Strategic and Operational Planning in Nursing	1	51
08	Human Resources Management	1	51
09	Ethics and Law in Nursing Management	0.5	26
10	Quality Management and Accreditation in Nursing	1	51
11	Health Policy and Economics	1	51

**Internship Courses:**

Code of the Course	Name of the Course	Credits	Teaching Hours
13	Nursing Management Internship	6	408