

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

**THIRD YEAR EXAMINATION FOR THE AWARD OF DEGREE
OF BACHELOR OF SCIENCE IN NURSING**

NURS 376: LEADERSHIP AND MANAGEMENT IN NURSING

STREAMS: BSC. NURSING (Y3S2)

TIME: 3 HOURS

DAY/DATE: WEDNESDAY 07/07/2021

02.30 P.M. – 05.30 P.M.

INSTRUCTIONS TO CANDIDATES

- Do not write anything on the question paper.
- Mobile phones and any other reference materials are **NOT** allowed in the examination room.
- The paper has three (3) Sections. **ALL** the questions are compulsory
- Your answers for Section A (MCQs) should be on the first page of the answer Booklet.
- Number **ALL** your answers and indicate the order of appearance in the space provided in the cover page of the examination answer booklet.

SECTION A: MULTIPLE CHOICE QUESTIONS (20 Marks)

1. Middle level managers:
 - a) Supervise the work of non managerial staff
 - b) Evaluate the appropriateness of organizational goals
 - c) Develop the plan of action for the entire organization
 - d) Make decisions that affect the entire organization
2. As a figurehead, the manager:
 - a) Outlines the future goals of the organization
 - b) Gives directions and orders to subordinates
 - c) Deals with unexpected problems from the external environment
 - d) Coordinates the work of other managers in different units
3. A bureaucratic organization is characterized by:

- a) Greater delegation of decision making authority
 - b) Presence of a single plan that directs the operation of the organization
 - c) Presence of rules and standard operating procedures
 - d) Greater autonomy in decision making
4. During a situation analysis, which of the following will be classified as a threat:
- a) Obsolete technology
 - b) Inadequate staffing
 - c) Aged workforce
 - d) Restrictive government laws
5. According to Vroom's expectancy theory of motivation, expectancy can be increased by:
- a) Matching work output with outcome
 - b) Training staff to equip them with requisite skills
 - c) Selecting outcomes that are most desirable to the employees
 - d) Regular employee evaluation and feedback
6. Intrinsic motivation will result from:
- a) Assigning interesting and challenging tasks to the employees
 - b) Training employees for greater responsibility
 - c) Delegation of responsibility to the subordinates
 - d) Providing material and social recognition for a job well done
7. The third step in the delegation process is to:
- a) Determine what needs to be delegated
 - b) Determine the skills and abilities required to perform the delegated task
 - c) Assessing the subordinate to determine the most appropriate to be delegated the task
 - d) Meeting and discussing about the task with the potential delegate
8. Concerning lateral communication:
- a) It occurs among managers in the same line but different levels
 - b) Uses committees and suggestion boxes as the communication means
 - c) Uses both formal and informal communication channels
 - d) Used mainly for integration of activities between departments
9. According to managerial grid, a country club leader:

- a) Has little concern for task accomplishment and subordinate needs
 - b) Is concerned more about the needs of the subordinate than about task accomplishment
 - c) Delegates all the responsibilities while using ego rewards to motivate the subordinate
 - d) Balances between task accomplishment and needs of the subordinate
10. Which of the following statement is true about controlling:
- a) Involves evaluating and correcting performance
 - b) Starts with the assessment of actual performance
 - c) Second critical management function after planning
 - d) Carried out by the organizational managers only
11. An outcome measure will focus on:
- a) Number of staff in the facility
 - b) Infection prevention practices undertaken by the staff in the facility
 - c) Number of deliveries conducted in a given time period
 - d) Process of ordering and receiving supplies
12. A budget that captures investments in property buildings and equipment is called:
- a) Asset
 - b) Master
 - c) Operating
 - d) Capital
13. A budget:
- a) Includes all the activities that the organization intend to undertake in the coming year
 - b) Is developed by the staff at all managerial levels
 - c) Provides information about the financial requirements of the organization
 - d) Should be evaluated at the end of the implementation period
14. A job description should include the knowledge and skills that are required to perform the job. This is referred to as a job:
- a) Specification
 - b) Design
 - c) Evaluation
 - d) Expectation
15. During the general orientation of new staff members, information should be given about:

- a) Specific methods of practice
 - b) Grievance procedure followed in the facility
 - c) Schedule of activities in a given work unit
 - d) How the work unit is organized and ran
16. Halo error occurs during performance appraisal when the appraiser :
- a) Fails to differentiate among various performance directions
 - b) Tends to evaluate staff based on recent events only
 - c) Over-rates the performance of the staff
 - d) Tends to rate the staff in comparison to his performance
17. In an organization , people are likely to respond to a proposed change in different ways.
Laggards:
- a) Actively oppose and may sabotage the change
 - b) Dislike change and are openly antagonistic
 - c) Resist but eventually accept the change last
 - d) Prefer status quo but eventually accept the change
18. Conflict management strategy that results in a win-win outcome includes:
- a) Negotiation
 - b) Avoidance
 - c) Competition
 - d) Collaboration
19. Inter-organizational conflict is likely to result from:
- a) Differing values and beliefs
 - b) Incompatible goals
 - c) Restructuring of the organization.
 - d) Competition for resources
20. The main reason of carrying out a partial inventory is to:
- a) Determine the balance in stock
 - b) Detect supplies that are damaged or expired
 - c) Identify discrepancies between actual stock and bin card record
 - d) Arrange supplies in the store

SECTION B: SHORT ANSWER QUESTIONS (40 Marks)

1. Explain the importance of the following principles of management in a nursing organization:
 - a) Centralization (2 marks)
 - b) Initiative (2 marks)
2. State four(4) measures you would put in place to ensure that a good plan is developed for your organization (4 marks)
3. Explain three (3) factors that influence the span of control (6 marks)
4. Describe two (2) types of recruitment indicating one disadvantage of using each (5 marks)
5. Enumerate five (5) factors that are likely to hinder organizational communication and action (5 marks)
6. State five (5) advantages of democratic leadership style over autocratic and laissez faire leadership styles (5 marks)
7. Outline five (5) characteristics of a good quality measure/standard. (5 marks)
8. Explain three(3) order strategies that can be used in a facility to acquire supplies (6 marks)

SECTION C: LONG ANSWER QUESTION (40 Marks)

1. A budget is a financial management tool. It is used to indicate where the organization intends to get and use the organizational resources to accomplish the set goals.
 - a) Explain four(4) requirements for a meaningful budget (8 marks)
 - b) Describe four(4) budgeting methods that can be utilized in an organization indicating and advantage of each (12 marks)
 2. A manager acts as a change agent driving the change process in an organization. Most at times the staff members resist the proposed change and it is the role of the manager to overcome this resistance.
 - a) Explain four(4) internal drivers of change (8 marks)
 - b) Describe using appropriate examples four (3) change management strategies that the manager can use to overcome the resistance to change (12 marks)
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