

CHUKA



UNIVERSITY

**THIRD YEAREXAMINATIONS FOR THE
BACHELOR OF SCIENCE (NURSING)**

NURU 395: LEADERSHIP AND MANAGEMENT IN NURSING I

STREAMS: Bsc Nursing (Y3T1)

TIME: 2 HOURS

DAY/DATE:

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 (15 Marks)

1. Middle level managers:
 - a) Supervises the work of non managerial staff
 - b) Evaluates 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 rules and standard operating procedures
 - c) Presence of a single plan that directs the operation of the organization
 - 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) Used mainly for integration of activities between departments
 - c) Uses committees and suggestion boxes as the communication means
 - d) Uses both formal and informal communication channels
9. According to managerial grid, a country club leader:
 - a) Has little concern for task accomplishment and subordinate needs
 - b) Delegates all the responsibilities while using ego rewards to motivate the subordinate
 - c) Balances between task accomplishment and needs of the subordinate
 - d) Is concerned more about the needs of the subordinate than about task accomplishment
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) Number of deliveries conducted in a given time period
 - c) Infection prevention practices undertaken by the staff in the facility
 - 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) Provides information about the financial requirements of the organization
 - c) Is developed by the staff at all managerial levels
 - 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) Schedule of activities in a given work unit
 - c) Grievance procedure followed in the facility
 - d) How the work unit is organized and ran

SECTION B: SHORT ANSWER QUESTIONS (35 Marks)

1. Explain the importance of the following principles of management in a nursing organization:
 - a) Centralization 3 marks
 - b) Unity of command 3 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 need to be considered during designing an organizational structure 6 marks
4. Explain four(4) staffing activities that are carried out in a health care organization 4 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 5 marks

SECTION C: LONG ANSWER QUESTION (20 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