

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

EXAMINATION FOR THE AWARD OF DEGREE OF BACHELOR OF SCIENCE IN NURSING

NURU 395: LEADERSHIP AND MANAGEMENT IN NURSING I

STREAMS: BSC (NURS) Y2TI

TIME: 2 HOURS

DAY/DATE: MONDAY 05/08/2019

8.30 AM – 10.30 AM

INSTRUCTIONS:

- **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. Interpersonal roles of a manager include:
 - (a) Figurehead
 - (b) Monitoring
 - (c) Negotiating
 - (d) Spokesperson
2. Features of scientific management theories include:
 - (a) Improving interpersonal relationships among staff
 - (b) Use of scientific principles to improve efficiency
 - (c) Development of standard operating procedures
 - (d) Provision of financial incentives to promote performance
3. A subordinate should receive orders from only one manager to minimize conflicts. This refers to:
 - (a) Scalar chain principle

- (b) Order
 - (c) Span of control
 - (d) Unity of command
4. The fourth step in the planning process is:
- (a) Development of a vision statement
 - (b) Selection of organizational goals
 - (c) Identifying of organization activities
 - (d) Development of a mission statement
5. Components of strategy implementation include:
- (a) Allocation of resources for planned activities
 - (b) Development of vision statement
 - (c) Undertaking a SWOT analysis
 - (d) Identifying organizational products and customers
6. Factors likely to result in a tall organizational structure is:
- (a) Use of highly qualified personnel
 - (b) Operating in uncertain environment
 - (c) Task similarities
 - (d) When frequent interaction is desired
7. Forms of division organizational structure where functions are grouped according to the type of customers buying the product is called:
- (a) Matrix
 - (b) Product team
 - (c) Market
 - (d) Product
8. Staffing activities include all the following EXCEPT:
- (a) Recruitment
 - (b) Discipline
 - (c) Scheduling
 - (d) Induction
9. Power is a key component in leadership. That which derives from subordinates' admiration and loyalty is called:
- (a) Referent
 - (b) Expert
 - (c) Legitimate
 - (d) Coercive
10. Manager related obstacles to delegation include:
- (a) Fear of criticism
 - (b) Low self esteem
 - (c) Insecurity

- (d) Overdependence on others
11. Common methods of upward communication include:
- (a) Letters, memos
 - (b) Committees, meetings
 - (c) Face to face discussion, message circulars
 - (d) Suggestion boxes, exit interviews
12. According to Equity theory of management the managers should undertake which of the following to achieve efficiency:
- (a) Provide outcomes commensurate with what others in other organizations are earning
 - (b) select outcomes with high valence
 - (c) Provide adequate resources for the staff to give maximum output
 - (d) Use sanctions and rewards as a way of promoting performance
13. Vroom's Expectancy theory has three components. The perception about the extent to which performance results in the attainment of outcome refers to which of these components:
- (a) Valence
 - (b) Instrumentally
 - (c) Expectancy
 - (d) Self-actualization
14. The most critical step in controlling is:
- (a) Identifying performance gaps
 - (b) Assessing performance
 - (c) Correcting any deviations
 - (d) Developing performance standards
15. A budget that forecast and analyse the projected income expenses of a course of specified time period is called:
- (a) Master
 - (b) Operating
 - (c) Cash flow
 - (d) Zero

SECTION B: SHORT ANSWER QUESTIONS (35 MARKS)

1. Outline five (5) features of a democratic leadership style. [5 marks]
2. Enumerate four (4) principles you would need bear in mind while drawing an organizational chart. [4 marks]
3. State five (5) factors you would consider when drawing up a nursing staff schedule. [5 marks]

4. State five (5) disadvantages of budgets. [5 marks]
5. Outline five (5) reasons why delegation is an important practice in any organization. [5 marks]
6. One of the steps in control is measuring or assessing performance. State five (5) methods that you can use to do this. [5 marks]
7. Describe three (3) organization communication systems indicating one role of each. [6 marks]

SECTION C: LONG ANSWER QUESTION (20 MARKS)

You have been appointed as the county nurse of county X. one of your major responsibilities is to supervise the health facilities under your jurisdiction.

- (a) Giving appropriate examples, describe three (3) types of supervision. [6 marks]
 - (b) Describe how you would plan and prepare to conduct a supervisory visit to one of these facilities. [12 marks]
 - (c) State two (2) challenges you are likely to face during your supervisory visit. [2 marks]
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