

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

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

NURU 397: LEADERSHIP AND MANAGEMENT IN NURSING

STREAMS: B.SC NURSING (Y3T2)

TIME: 2 HOURS

DAY/DATE:

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. Internal drivers of change include:
 - (a) Staffing pattern changes
 - (b) Local economic conditions
 - (c) Market trends
 - (d) Technological development

2. During change management process, the participants are actively involved in identifying problems and generating alternative solutions during the process of:
 - (a) Planning
 - (b) Unfreezing
 - (c) Moving
 - (d) Refreezing

3. Which of the following is true concerning conflict and conflict management:
 - (a) Conflict is not desirable in an organization
 - (b) It may result from structured relationships in an organization
 - (c) Resolution is likely when one party has more power than the other
 - (d) Compromise will result in a win-win situation

4. Outcomes of a conflict management strategy include:
 - (a) Compromise
 - (b) Smoothing
 - (c) Suppression
 - (d) Collaboration

5. The first step in quality management is:
 - (a) Setting performance targets
 - (b) Measuring actual performance
 - (c) Communicating the assessment results
 - (d) Correcting any deviation

6. The nursing care modality that allows for use of less qualified nursing staff is:
 - (a) Task allocation
 - (b) Team nursing
 - (c) Primary nursing
 - (d) Case nursing

7. Advantages of primary nursing include:
 - (a) Employees becomes effective at their work
 - (b) Cultivates team spirit
 - (c) Improves quality of decision making
 - (d) Promotes increased autonomy and responsibility

8. The most commonly used method of financing health care in Kenya is:
 - (a) National hospital insurance fund
 - (b) Government taxation
 - (c) Out of pocket payments
 - (d) Hypothecated tax

9. Advantages of capitation include:
 - (a) Ensure provision of quality services

- (b) Reduces the cost of health care
 - (c) Increases the use of health care
 - (d) Gives users greater choice
10. Study of a job to determine tasks, duties and responsibilities that make up a job is called job:
- (a) Analysis
 - (b) Evaluation
 - (c) Specification
 - (d) Design
11. Advantages of external recruitment includes:
- (a) Cheaper in the long run
 - (b) Improves staff motivation
 - (c) Less time consuming
 - (d) Enables tapping of fresh talents
12. Technical or professional orientation includes orientation into the:
- (a) Education opportunities available
 - (b) Performance standards and evaluation
 - (c) Grievance procedures
 - (d) Specific methods of practice
13. Ordering strategy where managers order exactly what is needed for a given period is called:
- (a) Fixed order quantity
 - (b) Lot for lot
 - (c) Order 'n' periods
 - (d) Min-max system
14. Contents of a bin card include all of the following EXCEPT:
- (a) Quantity received
 - (b) Quantity issued
 - (c) Item cost
 - (d) Loss/adjustment
15. Universal health coverage (UHC) is one of the Agenda 4 items. It is covered under SDG number:
- (a) 2
 - (b) 3
 - (c) 4

(d) 5

SECTION B: SHORT ANSWER QUESTIONS (35 MARKS)

1. Explain three (3) types of changes that you may be required to implement in your institution. (6 marks)
2. State five (5) reasons why it is not advisable for any institution to have a high inventory. (5 marks)
3. Outline five (5) ways through which time is wasted in an organization. (5 marks)
4. Describe how team nursing is organized. (5 marks)
5. An important cause of poor quality nursing services is lack of knowledge or information. Enumerate four (4) ways how this can be addressed. (4 marks)
6. State four (4) ways in which devolution has affected the delivery of health care services. (4 marks)
7. Explain three (3) types of errors that can occur during staff performance appraisal and how each can be mitigated. (6 marks)

SECTION C: SHORT ANSWER QUESTIONS (20 MARKS)

Discipline is key in any organization to ensure the attainment of organizational goals. However, as a nurse manager you may be called upon from time to time to take disciplinary action against errant staff.

- (a) Describe the disciplinary process. (12 marks)
 - (b) Discuss four (4) factors you will consider during the disciplinary process to determine the penalty to impose. (8 marks)
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