

CHUKA



UNIVERSITY

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

NURS 376: LEADERSHIP AND MANAGEMENT IN NURSING

STREAMS: Bsc Nursing (Y3T2)

TIME: 3 HOURS

DAY/DATE:TUESDAY 14/04/2020

8.30 AM – 10.30 AM

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. One of the manager's role is to develop and communicate the vision for the organization. This role is called:
 - a) Figurehead
 - b) Liaison
 - c) Leader
 - d) Negotiator

2. During SWOT analysis you discover that many other health facilities have been opened in the surrounding area. You correctly record this as:
 - a) Strength
 - b) Weakness
 - c) Opportunity
 - d) Threat

3. Factors that are considered in the process of departmentalization include:
 - a) Cost of operation
 - b) Geographical location
 - c) Technological advancement
 - d) Number of personnel

4. An organization structure where personnel and resources are grouped by function and by product is called:
 - a) Product
 - b) Product team
 - c) Matrix
 - d) Functional

5. An advantage of circular organogram over other types is that:
 - a) It is easier to develop
 - b) Reduces role confusion
 - c) Reduces status implications
 - d) Shows clear flow of authority

6. Common forms of upward communication include:
 - a) Memos, written reports
 - b) Committees, conferences
 - c) Memos, posters
 - d) Suggestion box, exit interviews

7. Receiver related barriers to effective organizational communication include:
 - a) Emotional block
 - b) Semantics
 - c) Badly expressed messages
 - d) Uncommunicated assumptions

8. Power that comes from subordinates and co-workers admiration due to the leader's personal characteristics is called:
 - a) Expert
 - b) Coercive
 - c) Referent
 - d) Reward

9. Features of autocratic leadership style include:
 - a) Requires highly skilled personnel
 - b) Produces consistent results
 - c) More task oriented
 - d) Leader hold limited power

10. The first step in preparing for a meeting is:
 - a) Determine the objective of the meeting
 - b) Determine the need for a meeting
 - c) Set the agenda for the meeting
 - d) Gather necessary information about the topic

11. Job analysis is correctly defined as determining the:
 - a) Relative qualifications of job applicants

- b) Remuneration worth of a given job
 - c) Training needs of a given position
 - d) Duties and responsibilities of a given job
12. 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
13. Transaction records for managing supplies include:
- a) Tally sheets
 - b) Bin card
 - c) Stock ledger
 - d) Requisition voucher(S11)
14. 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
15. Major cause of intrapersonal conflict include:
- a) Inadequate resources
 - b) Unclear roles
 - c) Incompatible goals
 - d) Poor communication
16. Internal drivers of change are:
- a) Need for cost containment
 - b) Changes in the local economic conditions
 - c) Technologic development
 - d) Government laws and regulations
17. Concerning organizational conflict:
- a) Should be eliminated in the organization
 - b) Usually negative and dysfunctional
 - c) Involves sub-ordinates only
 - d) Nature changes from time to time
18. Empirical rational strategies of implementing change involves:
- a) Use of mortality data such as maternal deaths
 - b) Personal and group counselling
 - c) Use of coercion such as strikes and sit-ins
 - d) Experiential training through bench marking

19. Manager related causes of resistance to change include:

- a) Poor timing
- b) Threatened self interest
- c) Nature of change not clear
- d) Challenges established norms

20. Advantages of primary nursing include:

- a) Employees become effective at their work
- b) Cultivates team spirit
- c) Improves quality of decision making
- d) Promotes increased autonomy and responsibility

SECTION B: SHORT ANSWER QUESTIONS (40 Marks)

- 1. Outline five (5) features that make an organization a system [5 marks]
- 2. Explain the following principles as applied in management:
 - a) Unity of command [3 marks]
 - b) Remuneration of personnel [3 marks]
- 3. State five (5) steps in strategy implementation [5 marks]
- 4. Explain three (3) leadership styles according to Robert Blake and Jane Mouton managerial grid [6 marks]
- 5. State five (5) features of a good control measure [5 marks]
- 6. Outline five (5) advantages of maintaining a high inventory in an organization [5 marks]
- 7. State four (4) conflict management techniques that can be applied in an organization [4 marks]
- 8. Outline four (4) advantages of having a budget in an organization [4 marks]

SECTION C: LONG ANSWER QUESTIONS (40 marks)

- 1. You have been appointed as the new county nurse manager of your county.
As such, you are required to perform several functions among them support supervision
 - a) Giving appropriate examples, explain the four(4) elements of supervision [8 marks]
 - b) Describe six(6) techniques you will employ during your supervisory visits [12 marks]

2. Delegation is a process involving responsibility, authority and accountability where responsibility and authority are transferred but accountability shared.

a) Describe the delegation process [12 marks]

b) Explain four (4) obstacles to effective delegation [8 marks]
