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MAIN EXAMINATION

SEPTEMBER –DECEMBER 2021

SCHOOL OF NURSING

REGULAR PROGRAMME

NUR 406: LEADERSHIP AND MANAGEMET II

Date: DECEMBER 2021

Duration: 3 Hours

INSTRUCTIONS: i) All questions are compulsory

ii) Indicate the answers in the answer booklet provided

PART -I: MULTIPLE CHOICE QUESTIONS (MCQs)

(20 MARKS):

Q1 What should be a priority for the manager to consider, the job task or the employees performing the job:

- a) The job task always takes priority over employees.
- b) Employees always take priority over the job task.
- c) Neither a manager should balance interest in the job task with the needs of the employees performing the job.
- d) Neither administration of the organization takes priority over the job tasks and the employee.

Q2. Which type of issues is first level managers routinely influenced by:

- a) Short range issues.
- b) Strategic issues
- c) Long range issues.
- d) Shareholder issues.

Q3. . The process of staff recruitment includes;

- a) Select, Appraise, Audit, Train.
- b) Audit, Induct, and Appraise, Plan.
- c) Advertise, Filter application forms, Interview, Short list.
- d) Short list, Audit, Interview, Select.

Q4. Which of the following statement is best action for a manager to solve a conflict between two staffs?

- a) Recommend for dismissal of the two staff.
- b) Seek help from the Director of Nursing.
- c) Disregard the staff feelings and continue to work independently.
- d) Identify the source of the conflict and understand the points of friction.

Q5 .The manager who demonstrates passion for serving her staff rather than being served has characteristic of:

- a) a)Transformational leader
- b) b)Transactional leader
- c) c)Servant leader
- d)Charismatic leader

Q.6.Which of the following styles best fits a situation when the followers are self-directed, experts and are matured individuals?

- d)
 - a) Democratic
 - b) Authoritarian
 - c) Laissez faire
 - d) Bureaucratic

Q7.Which of the following is true about functional nursing?

- a) a) Concentrates on tasks and activities
- b) b) Emphasizes use of group collaboration
- c) c) One-to-one nurse-patient ratio
- d) d) Provides continuous, coordinated and comprehensive nursing services.

Q8.Which of the following actions of a manager demonstrates that has reached the third stage of change?

- a) Wonders why things are not what it used to be
- b) Finds solutions to the problems
- c) Integrate the solutions to his day-to-day activities
- d) Selects the best change strategy

Q9.The manager emphasizes to the team that they need to put their efforts together towards the attainment of the goals of the program. Which of the following principles

refers to this?

- a) Span of control
- b) Unity of direction
- c) Unity of command
- d) Command responsibility

Q10. The manager stresses the importance of promoting 'esprit d corps' among the members of the unit. Which of the following remarks of the staff indicates that they understand what he pointed out?

- a) "Let's work together in harmony; we need to be supportive of one another"
- b) "In order that we achieve the same results; we must all follow the directives of Julius and not from other managers."
- c) "We will ensure that all the resources we need are available when needed."
- d) "We need to put our efforts together in order to raise the bar of excellence in the care we provide to all our patients."

Q11. The first rule in writing a job description is that it must;

- a) Relate to the kind of job evaluation.
- b) Identify the knowledge and skills.
- c) It must describe the job as it is.
- d) Include items as people and money.

Q12. Which of the following terms refer to customary way of thinking and behaving that is shared by the members of the department.

- a) Organizational chart
- b) Cultural network
- c) Organizational structure
- d) Organizational culture

Q13. As a manager you conduct orientation among new staff nurses in your department. Which of the following will provide this information?

- a) Organizational structure
- b) Policy
- c) Job description
- d) Manual of procedures.

Q14. In management, the various roles that managers are called on to perform are defined in which process:

- a) Management process.
- b) Executive process.

- c) Business process.
- d) Supervisory process.

Q15. A manager delegates effectively if has authority to act, which is best defined as:

- a) a)Having responsibility to direct others
- b) b)Being accountable to the organization
- c) c)Having legitimate right to act
- d) d)Telling others what to do

Q16.Which of the following behaviors indicate that the unit staff has a positive organizational culture?

- a) Proactive and caring with one another.
- b) Competitive and perfectionist.
- c) Powerful and oppositional
- d) Obedient and uncomplaining

Q17One of the following statements offers the best way for setting priority for patients:

- a) Assessing nursing needs and problems.
- b) Giving instructions on how nursing care needs are to be met.
- c) Controlling and evaluating the delivery of nursing care
- d) Assigning safe nurse :patient ratio

Q18. The characteristics of an effective appraisal system include:

- a) Structured organization
- b) Management of work and workers.
- c) Continuous open communication.
- d) Annual appraisal

Q19 One of the purposes of short listing applications is to exclude those who;

- a) Are over qualified for the job.
 - b) Have the competencies and interest.
 - c) Do not meet the selection criteria.
 - d) Have a health of experience.
- Q20. Which of the following describes shared leadership?
- a) Leadership behavior is generally determined by the relationship between the leader's personality and the specific situation
 - b) Leaders believe that people are basically good and need not be closely controlled
 - c) Leaders rely heavily on visioning and inspire members to achieve results
 - d) Leadership is shared at the point of care.

PART-II: SHORT ANSWER QUESTIONS (SAQs) (40 MARKS):

1. Compare three(3) differences between human resource management and personnel management (6marks).

2. State four(4) functions of a trade union in an organization. (4marks)

3. Define the following terminologies (each 1 mark):

- i. Beneficence
- ii. Fidelity
- iii. Health information systems
- iv. Paternalism.

(4marks)

4 State seven (7) steps for disciplining a staff (7marks.)

5. State six (6) principles of disaster planning in the hospital set up (6marks).

6. State four (4) major offences that would make a nurse to be deregistered by the Nursing Council of Kenya.

(4marks).

Q7. Describe the three (3) main styles of leadership.

(9 marks)

PART III: LONG ANSWER QUESTIONS (LAQs) (40 MARKS)

Q1 Monitoring and evaluation are key aspects of monitoring progress and evaluating progress:

i). Explain five (5) areas evaluation and monitoring can focus on in an organization

(10marks)

ii) Describe five (5) supervisory skills and five (5) supervisory competences

(10marks)

Q2 Change in an organization is inevitable.

i) Explain five(5) reasons why people resist change in an organization **(10marks)**

ii) Describe five(5) roles of a manager in motivating staff in an organization.

(10marks)

END