



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

**A. M. E. C. E. A**

**REGINA PACIS INSTITUTE OF HEALTH SCIENCES**

**MAIN EXAMINATION**

**AUGUST - DECEMBER 2016 TRIMESTER**

**FACULTY OF SCIENCES**

**DEPARTMENT OF NURSING**

**NUR 406: NURSING LEADERSHIP AND MANAGEMENT II**

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**Date: DECEMBER 2016**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer ALL Questions**

## **PART 1 . MULTIPLE CHOICE QUESTIONS**

**20MRKS.**

- Q1. Management as a process that is used today by nurses or nurse managers in health care organizations is best described as:
- Principles of scientific management.
  - Decision making.
  - Commanding others using hierarchical authority.
  - Functions of management.
- Q2. The factors that motivate the workers and lead to job satisfaction according to Herzberg include:
- Offered a substantial bonus when being hired.
  - Realizing that no one ever gets fired from the organization and that job security is high.
  - Having good relationships with colleagues and supervisors.
  - Being offered opportunities for development and advancement.
- Q3. A leader who has an inspirational quality that promotes an emotional connection from followers is :
- Charismatic..
  - Transformational.
  - Transactional.
  - Democratic.
- Q4. The purpose of monitoring a budget is to:
- Keep expenses above budget.

- b) Maintain revenue above the previous year's budget.
- c) Ensure revenue is generated monthly.
- d) Generate revenue and control expenses.

Q5. The process of staff recruitment includes;

- a) Select, Appraise, Audit, Train.
- b) Audit, Induct, Appraise, plan.
- c) Advertize, filter application forms, Interview, Short list.
- d) Short list, Audit, interview, select.

Q6. Power in management is described as the:

- a) Ability to creat, get, and use resources to achieve ones goals.
- b) Formal recognition, connected with others to achieve organizational goals.
- c) Increasing ones influence, making people work to achieve goals.
- d) Being knowledgeable, forcing people to work, getting what is necessary for staff.

Q7. The role of the nurse in management is to:

- a) Ensure the doctors are accompanied during ward rounds.
- b) Make ward rounds and write reports to the matrons.
- c) Making care plans and ensuring activities of daily living are met.
- d) Participate in developing a comprehensive, interdisciplinary evidence based strategic plan of work.

Q8. Organizations are structured to facilitate for the:

- a) New programs, planning of new facilities, training and rewarding staff.
- b) Execution of their mission, strategic plans and reporting lines, and communication.
- c) Evaluation of the new programs, training of the staff, and firing the non performer.
- d) Recruitment of new staff, sacking non performer, solutions for staff problems.

Q9. Administrative management addresses issues concerning;

- a) How overall organization should be structured.
- b) b)Management of work and workers.
- c) Workers and how they perform each job.
- d) d)How workers complete a task in relation to time taken.

Q10. The aims of ward round include;

- a) Coordinating the activities of the staff, develop the staff.
- b) Getting first hand information regularly, discussing patient's progress.
- c) Motivating staff, discussing staff problems.
- d) Providing free flow of communication between patients and staff, making nursing diagnosis.

- Q11. The following factors would motivate workers and lead to job satisfaction;
- Being offered a substantial bonus when being hired.
  - Realizing that no one ever gets fired from the organization.
  - Being offered opportunities for development and advancement.
  - Having good relationship with colleagues and supervisors.
- Q12. The staff selection criteria should be based on;
- Personal skills, professional skills, specific functions.
  - Appointment, specific functions, experience.
  - Identified competencies, training, experience.
  - Appointments ,level of supervision ,personal interest.
- Q 13. Personal styles of dealing with conflict include;
- Blaming, empathy, assertiveness.
  - Avoidance, accommodation, domination.
  - Domination, empathy, sympathy.
  - Participatory, inflexibility, avoidance.
- Q14. One of the attributes of a formal organizational structure is the fact that it;
- Divides the roles of an individual.
  - It is easy to follow.
  - Seems to provide solutions.
  - Eliminates conflict.
- Q15. Decision making is a process of;
- Mapping the likely consequences and the way forward.
  - Taking corrective action.
  - Selecting an alternative course of action.
  - Choosing a solution from among alternatives.
- Q16. An operational budget accounts for ;
- Application of new technology.
  - Income and expenses associated with organizational activities.
  - Construction and renovation.
  - The purchase of minor and major equipment.
- Q17. The first four main steps of problem-solving process include:
- Identification of the problem, data analysis, developing solutions, data gathering.
  - Data gathering, developing solutions, identifying the problem, data analysis.
  - Data analysis, defining the problem, data gathering, developing solutions.
  - Identification of the problem, gathering data, analysis of data, developing solutions.

- Q18. Accountability in management would mean the person is;
- Legally liable for the actions, and is answerable for the overall activities.
  - Has the obligation to perform, and is reliable.
  - Has been given the right to delegate, and is reliable.
  - Has the official power and obligation to perform.
- Q19. Effects of conflict on the institution includes;
- Lack of trust, poorly defined roles, lack of cooperation.
  - High turnover, increased absenteeism, de-motivation.
  - Poorly defined goals, divergent personal values, lack of trust.
  - Competition of scarce resources, unclear roles, lack of trust.
- Q20. Administrative management addresses issues concerning;
- How overall organization should be structured.
  - Management of work and workers.
  - Workers and how they perform each job.
  - How workers complete a task in relation to time taken.

#### **PART 11: SHORT ANSWER QUESTIONS**

**40 MARKS**

- Q1. Explain five(5) methods of lowering conflict in an working environment **(5marks)**
- Q2. Describe the three (3) main styles of leadership. **(6marks)**
- Q3. State five (5) roles of a nurse manager in an institution set up **(5marks)**
- Q4. State five (5) challenges of devolution **(5marks)**
- Q5. Explain six (6) factors can make an institution to audit a department **(6marks)**
- Q6. Explain five (5) principles of management. **(5marks)**
- Q7. State six (6) principles of disaster planning in the hospital set up **(6marks)**
- Q8. List four (4) major offences that would make a nurse to be deregistered by the Nursing Council of Kenya. **(2marks)**

#### **PART C: LONG ANSWER QUESTIONS**

**40 MARKS.**

- Q1. You are the manager in charge of a department where two staffs are reported to be coming on duty late, and are fighting quite often.

- a) Define discipline **(1mark)**
- b). Explain six (6) steps you would take in disciplining your two staffs. **(12marks)**
- c) State seven (7) steps you take in decision making. **(7marks)**

Q2. As a manager in charge of continuous quality improvement in the hospital:

- a) State six(6) principles of continuous quality improvement **( 6marks)**
- b) Describe how you would ensure all departmental leaders maintain quality in the institution **( 14marks)**

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