



# THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

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**REGINA PACIS INSTITUTE OF HEALTH SCIENCES**

**MAIN EXAMINATION**

**SEPTEMBER – DECEMBER 2019 TRIMESTER**

**FACULTY OF SCIENCES**

**DEPARTMENT OF NURSING**

**REGULAR PROGRAMME**

**NUR / UNUR 406: LEADERSHIP AND MANAGEMENT II**

**Date: DECEMBER 2019**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer ALL Questions**

## **PART 1: MULTIPLE CHOICE QUESTIONS**

**20 MARKS**

- Q1 Organizational structure primarily refers to:
- How activities are coordinated and controlled.
  - How resources are allocated.
  - The location of departments and offices.
  - The policy statement developed by the organization.
- Q2 Shared leadership as a practice in some hospitals. Which of the following describes this style of leadership?
- Leadership behavior is generally determined by the relationship between the leader's personality and the specific situation
  - Leaders believe that people are basically good and need not be closely controlled
  - Leaders rely heavily on visioning and inspire members to achieve results
  - Leadership is shared at the point of care.
- Q3 Some managers have benevolent-authoritative style of management. Which of the following behaviors will he/she exhibit most likely?
- Have condescending trust and confidence in their subordinates
  - Gives economic or ego awards
  - Communicates downward to the staff

- d) Allows decision making among subordinates
- Q4 Patient satisfaction rate in your institution is 60% for two consecutive months and staff morale is at its lowest. You decide to plan and initiate changes for improvement. Which of the following actions would be your priority?
- Call for a staff meeting and take this up in the agenda.
  - Seek help from top manager.
  - Develop a strategic action on how to deal with these concerns.
  - Ignore the issues since these will be resolved naturally.
- Q5 Which of the following is TRUE about functional nursing?
- Concentrates on tasks and activities
  - Emphasizes use of group collaboration
  - One-to-one nurse-patient ratio
  - Provides continuous, coordinated and comprehensive nursing services
- Q6 Which of the following actions a manager would demonstrate indicating that he/she has reached the third stage of change according to Kurt Lewis model?
- Wonders why things are not what it used to be
  - Finds solutions to the problems
  - Integrate the solutions to his day-to-day activities
  - Selects the best change strategy
- Q7 Which of the following statements refer to the vision of a hospital?
- The X Center is a trendsetter in tertiary health care in the next five years
  - The officers and staff of The X Center believe in the unique nature of the human person
  - All the nurses of The X Center shall undergo continuing competency training program.
  - The X Center aims to provide a patient-centered care in a total healing environment.
- Q8 The manager who stresses the need for all the employees to follow orders and instructions from him and not from anyone else refers to the following principles:
- Scalar chain
  - Discipline
  - Unity of command
  - Order
- Q9. Nurse "B" delegates effectively if given authority to act, this can be BEST defined as:
- having responsibility to direct others
  - being accountable to the organization

- c) having legitimate right to act
- d) telling others what to do

Q10. The aims of ward round include;

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

Q11. Transformational leadership can be viewed as the one that:

- a) Uses visioning as the essence of leadership.
- b) Serves the followers rather than being served.
- c) Maintains full trust and confidence in the subordinates
- d) Possesses innate charisma that makes others feel good in his presence.

Q12. Functions of first line manager include:

- a) Determines policies, develops goals.
- b) Makes rounds, motivates employees.
- c) Coordinates, carries out day to day activities.
- d) Deals with immediate problems, oversees employees.

Q13. The nurse has just been promoted to unit manager. Which advice, offered by a senior unit manager, will help this nurse become inspirational and motivational in this new role?

- a) "If you make a mistake with your staff, admit it, apologize, and correct the error if possible."
- b) "Don't be too soft on the staff. If they make a mistake, be certain to reprimand them immediately."
- c) "Give your best nurses extra attention and rewards for their help."
- d). "Never get into a disagreement with a staff member

Q14. When the staff are disorganized and "no one seems to know what to do or when to do it" means they don't have a real sense of direction and guidance from their leader. Which type of leadership is this unit experiencing?

- a) Autocratic.
- b) Bureaucratic.
- c) Laissez-faire.
- d) Authoritarian

Q15 .An operational budget accounts for ;

- a) Application of new technology.
- b) Income and expenses associated with organizational activities.
- c) Construction and renovation.
- d) The purchase of minor and major equipment.

Q16. The primary role of a supervisor is:

- a) Setting a good example.
- b) Help the subordinate develop effective methods of working.
- c) Determine how the assigned task is to be implemented by workers.
- d) Providing workers with information on how to implement the assigned task.

Q 17. 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.

Q18. The three primary tasks of a leader include:

- a) Ensure good communication, refurbish buildings, appraise staff.
- b) Set direction, build commitment, confront challenges.
- c) Make good relationships, ensure followers are catered for, keeps abreast with current.
- d) Appraise employees, promote staff, be innovative.

Q19. The first four sequential steps taken in the process of disciplinary action on a staff member include:

- a) Investigations, discussion with the staff, formal warning, verbal warning.
- b) Investigation, discussion with the staff, verbal warning, written warning.
- c) Investigation, written warning, discussion with the staff, formal warning.
- d) Investigation, formal warning, verbal warning, discussion with the staff.

Q20. Which of the following statement is TRUE of leadership characteristic?

- a) There is a high correlation between the communication skills of a leader and the ability to get the job done.
- b) A manager is effective when he has the ability to plan well.
- c) Assessment of personal traits is a reliable tool for predicting a manager's potential.
- d) There is good evidence that certain personal qualities favor success in

managerial role.

**PART II: SHORT ANSWER QUESTIONS**

**40MARKS**

Q1. State three (3) purposes of Performance Management?

3mks.

Q2. State five (5) roles of nurse managers.

5mks.

Q3. Differentiate between the following terms (three each):

i).Leadership and management.

ii).Authority and accountability.

**(6marks).**

Q4 Explain five (5) strategies you could apply as a manager to lower employees' resistance to change

**(5marks).**

Q5. Compare and contrast (4) four characteristics of theory X and Y according to McGregor

**( 8marks).**

Q6. Explain four (4) types of nursing care delivery systems

**(8marks).**

Q7. Explain five (5) reasons why staff conflict an organization should be avoided

**(5marks)**

**PART 111: LONG ANWER QUESTIONS**

**40 MARKS.**

Q1. Nurses working in critical care units are more often in conflict with their colleagues in general departments.

a) State five (5) sources of work place conflict

**(5marks).**

b) Explain five (5) basic methods of resolving conflict in workplace

**(15marks)**

Q2. You are in charge of a busy institution with high personnel turnover.

a) Compare and contrast five (5) differences between Personnel Manager (PM) and Human Resource Management(HPM)

**(10marks)**

b) State six (6) specific objectives of personnel management

**(6marks)**

c) State four(4) causes of staff turnover in an organization

**(4marks).**

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