



# 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 405: LEADERSHIP AND MANAGEMENT IN NURSING I**

**Date: DECEMBER 2019**

**Duration: 3 Hours**

**INSTRUCTIONS: Answer ALL Questions**

## **PART 1: MULTIPLE CHOICE QUESTIONS 20MARKS**

Q1. The basic characteristics of bureaucracy according to Max Weber include:

- a) Technical competence, Hierarchy, Decentralized control.
- b) Chain of command, Decentralized control, Extent of command.
- c) Rules and regulations, Decentralized control, Hierarchy.
- d) Hierarchy, Division of labour, Rules and regulations.

Q2. The following statement support the Transformational Theory:

- a) Allows lower-level employees to exercise authority.
- b) Ensures that current working conditions remain stable.
- c) Reward their employees for the work.
- d) Geared towards follower growth and development.

Q3. An organizational structure refers to:

- a) How work is organized and the levels of decision making.
- b) The nature of work required to accomplish a goal by every worker.
- c) The way of eliminating conflict.
- d) The key factors influencing organization.

- Q4. Some of the skills a manager should apply in solving a problem include:
- a) Eloquence, sympathy, humor.
  - b) Humor, empathy, warmth.
  - c) Creativity, encouraging, respect.
  - d) Warmth, humor, sympathy
- Q5. Scientific management key aspects include use of:
- a) Regulations, merit, hierarchical structure.
  - b) Skills, rules, chain of command.
  - c) Hawthorne studies, hierarchy, merit..
  - d) Proper tools, equipment, incentives.
- Q6. Situational leadership theory considers followers are:
- a) Likely to be authoritative and permissive.
  - b) Ready and willing to perform assigned tasks.
  - c) Motivated by external forces and relies on organizational policies.
  - d) Likely to be involved in decision making, and assume a facilitative role.
- Q7. Decision making is a;
- a) Purposeful and goal-directed effort that uses a systematic process.
  - b) Scientific experimentation involving studying the situation.
  - c) Dynamic process of thinking before ranking the options.
  - d) Inaction and experimentation of a situation.
- Q8. Management as a process that is used currently by nurses or nurse managers in health care organizations is best described as:
- a) Principles of scientific management.
  - b) Decision making.
  - c) Commanding others using hierarchical authority.
  - d) Functions of management.
- Q9. The concept of triaging in a Disaster context would mean:
- a) Transfer of patients to different hospitals for further management.
  - b) Brief overall of patient assessment.
  - c) Prevention of haemorrhage as the casualties arrive.
  - d) Involves evaluation and classification of casualties
- Q10. Factors that motivate staff in the work place are:
- a) Company policy, supervision, relationships.
  - b) Salary, bureaucracy, responsibility.
  - c) Achievement, recognition, promotion.
  - d) Work itself, accountability, paperwork.

Q11. A job description is the:

- a) Written information regarding the nature of the job to be performed and the characteristics of the person to perform the duty.
- b) Personal/ individual requirements expected from the employee.
- c) Written responsibilities and roles of employee.
- d) Focus the employee has on the outcomes rather than the given responsibilities.

Q12. The classical systems theory of management places an emphasis and relied on:

- a) The attitudes of the management team towards the employees.
- b) Efficiency, effectiveness, and systematic information collection.
- c) Things so related as to form coordinated forces.
- d) Organizational communication for the purpose of goals.

Q13. Staffing process includes:

- a) Recruitment, induction, scheduling, selection.
- b) Recruitment, selection, induction, scheduling.
- c) Selection, induction, recruitment, scheduling.
- d) Recruitment, scheduling, selection, induction.

Q14. 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.

Q15. The manager tries to design an organizational structure that allows communication to flow in all directions and involve workers in decision making. Which form of organizational structure is this?

- a) Centralized
- b) Decentralized
- c) Matrix
- d) Informal

Q16. A manager develops the standards to be followed. Among the following standards, which is considered as a structure standard?

- a) The patients verbalized satisfaction of the nursing care received
- b) Rotation of duty will be done every four weeks for all patient care personnel.
- c) All patients shall have their weights taken recorded
- d) Patients shall answer the evaluation form before discharge

- Q17. What are the qualities that define a leader who uses laissez- faire?
- a) a) She involves the group in planning and in decision making
  - b) b) She oversees everything to come up with good quantity and quality of output but provides little autonomy and self- motivation to her members.
  - c) c) She tends to be passive and puts the responsibility of decision making to others.
  - d) d) She would foster independence in your team by promoting motivation and creativity.
- Q18. You are asked by your instructor to discuss about Contingency Theory. What should you include in your discussion?
- e) a) It is a theory in leadership that views the pattern of leader behaviour as dependent on the interaction of the personality and the needs of the situation.
  - f) b) It considers that leaders must provide followers the sense of security and approval and discipline to be successful in an output.
  - g) c) It emphasizes that both leaders and followers should act on one another to raise their motivation.
  - d) d) It states that leadership qualities inspire followers to be motivated in what they do.
- Q19. In planning, conceptualizing the purpose and the aspirations of the organization is essential. What statement gives a false description of a vision?
- d)e) a) It reflects what the organization wants to be
  - f) b) It is written to magnify the various activities and it is projected with a broad time frame
  - g) c) It reflects why the organization exist
  - h) d) It uses action words in present tense
- Q20. During controlling and evaluating phase, the following are quality improvement methods utilized by institutions. Which one refers to a review process used by healthcare organization to assure that the hospital may provide care to clients?
- i) a)Credentialing and licensing
  - a) b)Standards of care
  - b) c)Clinical pathways
  - c) d)Benchmarking

**PART 11:SHORT ANSWER QUESTIONS****40 MARKS**

- Q1. Compare and contrast three (3) characteristics of theory X with theory Y according to Douglas McGregor. **(6marks).**
- Q2. State four (4) consequences of poor delegating **(4marks).**
- Q3. Explain five (5) principles of management. **(5marks).**
- Q4. Explain the five (5) building blocks of the A D K A R Model for individual change management **(5marks).**
- Q5. Explain the concept of quality Management systems in health care organizations **(7marks).**
- Q6. State four (4) functions of management. **(4marks).**
- Q7. State five(5) rules to be considered when delegating responsibility to a subordinate **(5marks).**
- Q8. State four(4) factors the ward manager may utilize to facilitate acceptance of change **(4marks).**

**PART 111:LONG ANWER QUESTIONS****40MARKS**

- Q1. You are a county chief nurse of a hospital situated along a busy highway road. A report is given of two buses collision and many passengers are injured.
- a) State six (6) principles of Disaster planning **(6marks).**
- b) Describe seven (7) roles of a chief Nurse in disaster management **(14marks).**
- Q2. Staff Motivation is very important in an institution:
- a) Describe Maslow's five (5) original stage Model Hierarchy of needs **(10marks).**

- b) State ten (10) Herzberg Motivators known as 'Hygiene Needs' or (Maintenance factors) in work place **(10marks).**

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