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UNIVERSITY EXAMINATIONS 2023/2024

FOURTH YEAR FIRST SEMESTER AND SECOND YEAR THIRD SEMESTER
EXAMINATION FOR THE DEGREE OF BACHELOR OF SCIENCE IN NURSING

NND 3412/NUU 3236: LEADERSHIP AND MANAGEMENT IN NURSING 1

DATE: APRIL 2024

TIME: 2 HOURS

INSTRUCTIONS: *All questions are compulsory*

Ensure that all your answers are properly numbered

Part I Multiple Choice Questions (MCQs): Write the correct answer on the space provided in the answer booklet. Each MCQ is one mark.

Part II: Short Answer Questions-Answer questions following each other on the answer booklet

Part III: Long Answer Questions-Answer the questions on the answer booklet.

SECTION A: Multiple Choice Questions (20 MARKS)

1. A participative leadership style is appropriate for employees who
 - a) Are not able to get the task done and are less mature.
 - b) Are able to contribute to decisions about getting the work done.
 - c) Are unable and unwilling to participate.
 - d) Need direction, structure and authority.
2. If you applied the concepts of Theory Y to describe nurses, which of the following statements would be best description?
 - a) Nurses prefer to be directed and want job security more than other things.
 - b) Nurses use self-direction and self-control to achieve work objectives in which they believe
 - c) Nurses have a hard time accepting responsibility, but they learn to do this over time.

- d) Nurses don't really want to work and would quit if they could.
3. Nurse retention is an important focus for health care organizations as we face a growing shortage of health care professionals in the future. According to Herzberg's motivation factors, which of the following would most likely contribute to increased job satisfaction?
- a) The organization recognizes and rewards those nurses who advance their education and achieve certification such as higher diploma in critical care nursing.
 - b) Giving nurses locum at a higher rate to reduce vacant positions and prevent short-staff
 - c) Nurse Managers place an emphasis on establishing effective relationships with the nurse who work for them.
 - d) Salary is increased.
4. Leadership is defined as?
- a) Being in a leadership position with authority to exert control and power over subordinates.
 - b) A process of interaction in which the leader influences others towards goal achievement.
 - c) Managing complexity.
 - d) Being self-confident and democratic.
5. A statement that describes the hospital's purpose and philosophy is?
- a) The organizational chart.
 - b) The organizational chain of command.
 - c) The mission statement.
 - d) The strategic plan.
6. The most formal and hierarchical organization structure would be expected to have an organizational chart with?
- a) A matrix design.
 - b) Many layers of command.
 - c) A product line design.
 - d) A number of dotted lines representing reporting relationship.
7. The most desirable conflict resolution techniques is?
- a) Avoiding.
 - b) Competing.
 - c) Negotiating.
 - d) Collaborating.

8. The change agent and a person responsible for conflict management have what characteristics in common?
- a) Secretive and willful.
 - b) Trustworthy and a good communicator.
 - c) Ambitious and avoiding.
 - d) Powerful and dictatorial.
9. A nurse's conflict with a peer regarding who will admit a patient at the change of shift is an example at type of conflict?
- a) Intrapersonal.
 - b) Interpersonal.
 - c) Organizational.
 - d) Multidisciplinary.
10. An operational budget accounts for?
- a) The purchase of minor and major equipment.
 - b) Construction and renovation.
 - c) Income and expenses associated with daily activity within an organization.
 - d) Applications for new technology.
11. The purpose of monitoring the budget is to?
- a) 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 within a project d framework.
12. When a nurse asks another nurse to observe his or her group of patient while at lunch and one patient falls out of bed, which nurse is responsible?
- a) The nurse originally assigned to the patient who went to lunch is responsible.
 - b) The nurse who was observing the group of patients is responsible.
 - c) Neither nurse is responsible.
 - d) The actions of both nurses will be reviewed.
13. The strategic planning process includes values clarification defining the mission, a SWOT analysis and?
- a) A performance improvement plan.
 - b) A vision statement.
 - c) An annual budget.
 - d) A patient care delivery system.

14. Workplace advocacy is best defined as:
- a) A management-defined solution for the workplace.
 - b) Hold managers and nurses accountable.
 - c) A formal structure that is voted on.
 - d) Activities nurses undertake to address problems in the workplace.
15. What leadership style is used to maintain a strong control in the department?
- a) Laissez-faire.
 - b) Democratic.
 - c) Collegial.
 - d) Autocratic.
16. You are asked by your instructor to discuss about contingency theory. What should you include in discussion?
- a) It is a theory in leadership that views the pattern of leadership behavior as dependent on the interaction of personality and the needs of the situation.
 - b) It considers that leaders must provide followers the sense of security and approval and discipline to succeed in an output.
 - c) It emphasizes that both leaders and followers should act on one another to raise their motivation.
 - d) It states that leadership qualities inspire followers to be motivated by what they do.
17. In the hospital, your department is using the functional method of patient care modality. What is it out?
- a) One nurse is responsible for giving bedside care, another one for administering medications and another for treatment and so on.
 - b) It is a one on one constant patient care for a period of time.
 - c) The nurse has the responsibility for giving nursing care to the patient from admission until discharge.
 - d) A team leader has the task of coordinating the total care of a group of patients.
18. Which one of the following statement regarding downward communication is correct?
- a) The communication is between two supervisors.
 - b) The flow of communication is from the head nurse to supervisor.
 - c) The follow of communication is from the chief nurse to the head nurse.

d) The flow of communication is from the staff nurse to the chief nurse.

19. During controlling and evaluating phase, which of the following is quality improvement method utilized by institutions?

- a) Credentialing and licensing.
- b) Standards of care.
- c) Clinical pathways.
- d) Benchmarking.

20. The following is advantage of decentralization:

- a) Increased staff supervision.
- b) Increased freedom and flexibility of staff.
- c) Improved working conditions.
- d) Equal treatment of staff.

PART II: SHORT ANSWER QUESTIONS (30 MARKS)

1. Explain the role of a nurse manager in collective bargaining (4 marks)
2. Explain effective delegation process (10marks)
3. Explain three steps of decision making process (6 marks)
4. As a nurse manager in charge of a newly established hospital, explain five scheduling variables you would consider in making the staff duty roster for one month (5 marks)
5. State five strategies you can employ as a nurse manager to tackle resistance to change (5 marks)

PART III: LONG ANSWER QUESTION (20 MARKS)

Describe how any four theories of management assist a health manager improve the productivity of his employees in a health organization. (20marks)

