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UNIVERSITY EXAMINATIONS 2024/2025

THIRD YEAR THIRD SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR
OF SCIENCE IN NURSING

NND 3412 – LEADERSHIP AND MANAGEMENT IN NURSING I

DATE: JANUARY 2025

TIME: 2 HOURS

INSTRUCTIONS: *All questions are compulsory*

Ensure that all your answers are properly numbered

Part 1 Multiple Choice Questions (MCQs): Write the correct answer on the space provided in the answer booklet. Each MCQ is one mark.

Part 11: Short Answer Questions-Answer questions following each other on the answer booklet

Part 111: Long Answer Questions-Answer the questions on the answer booklet

SECTION A: MCQ (20 MARKS)

1. Why has the bureaucratic form of organization been fundamentally questioned?

- a) Pressure of globalization has rendered it unsuitable.
- b) Organizations are experiencing acute pressure to change and pursue innovation as a means of securing business growth.
- c) Organizations have grown so large that it is almost impossible to create an effective bureaucracy to manage them.
- d) Information technology has made it redundant.

2. Which of the following is the main existence of an organization?

- a) The vision of the organization.
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- b) The mission of the organization.
 - c) The objective of the organization.
 - d) The chief executive officer of the organization.
3. Characteristics of a charismatic leadership style include?
- a) Possesses inspirational quality that makes followers get attracted to him and regard him with reference.
 - b) Acts as he does because he expects that his behaviour will yield positive results.
 - c) Uses visioning as the core of his leadership.
 - d) Matches his leadership style to the situation at hand.
4. One of the leadership theory states that "leaders are born and not made." Which of the following theories stated this?
- a) Trait.
 - b) Charismatic.
 - c) Great man.
 - d) Situational.
5. Anita is a unit manager in the Surgical ward. She is not satisfied with the way things are going in her ward. The patient satisfaction rate is 60% for three consecutive months and staff morale is at its lowest. She decided to plan and initiate changes that will push for a turnaround in the condition of the ward. Which of the following actions is a priority for Anita?
- a) Call-for-a staff meeting and take this up in the agenda
 - b) Seek help from her manager.
 - c) Develop a strategic action on how to deal with these concerns.
 - d) Ignore the issue since these will be resolved naturally.
6. Which of the following is true about functional nursing?
- a) Concentrate on tasks and activities.
 - b) Emphasizes the use of group collaboration.
 - c) One-on-one nurse-patient ratio.
 - d) Provide continuous, coordinated and comprehensive nursing services.
7. Which one of the following approaches stresses that there are no universal rules for managers to follow in order to perform the job?
- a) Contingency.

- b) Empirical.
 - c) Mathematical.
 - d) System.
8. Division of labour is also principle of?
- a) Scientific theory.
 - b) Bureaucratic management theory.
 - c) X theory.
 - d) Z theory.
9. Which of the following is an example of external coordination?
- a) Communication between members.
 - b) Collaboration within departments.
 - c) Interaction with suppliers and customers.
 - d) Interaction with unit in-charges in the hospital.
10. In what order do managers typically perform the managerial functions?
- a) Organising, planning, controlling, leading.
 - b) Organising, leading, planning, controlling.
 - c) Planning, organising, leading, controlling.
 - d) Planning, organising, controlling, leading.
11. What are the three interpersonal roles of managers?
- a) Figurehead, leader, liaison.
 - b) Spokesperson, leader, coordinator.
 - c) Director, coordinator, disseminator.
 - d) Communicator, organiser, spokesperson.
12. Which one of the following is not a characteristic of a team?
- a) Minimal and formal knowledge sharing.
 - b) Collective output.
 - c) Individual and collective responsibility.
 - d) Fluid dimension to roles and tasks.
13. Which of the following statements best describes what the General Data Protection Regulation is?
- a) An update on the Data Protection Act 1998 which means personal data can only legally be collected and stored by companies that are certified in accordance with the GDPR regulations.

- b) A legal framework aimed at companies operating online in the EU, stipulating how and when companies are able to collect personal data.
- c) A legal framework relating to the collection, storage and usage of personal data, which applies to any organization doing business with EU citizens.
- d) A legal framework relating to the collection, storage and usage of personal data, which applies to any organization based in the UK or doing business with UK citizens.

14. One of the problems with the suppression of conflicts is that it?

- a) Creates winners and losers.
- b) Is often a temporary solution that sets the stage for future conflict.
- c) Works only with emotional conflict.
- d) Works only with substantive conflicts.

15. The unfreezing step of change process can be thought of as?

- a) Thawing the organization loose from the current status to the new status.
- b) Making the move to the new organizational condition.
- c) Loosening the organization from old conditions and moving it to the new condition.
- d) Preparing for the needed change.

16. Which one of the following means a mandatory settlement of an industrial dispute by a labour court or a tribunal?

- a) Collective bargaining.
- b) Arbitration.
- c) Conciliation.
- d) Adjudication.

17. Basic crisis intervention consists of all of the following EXCEPT?

- a) Intervention occurs off-site.
- b) Basic needs for food, shelter and safety are met.
- c) Individuals are assessed for risk-danger to self or others.
- d) Individuals are assessed for transient symptoms of crisis reaction.

18. Crisis management meeting that you have been chairing is almost over. Now you have a long list of issues to be addressed and assignments to be performed. Of course, the

assignments list also contains the assumptions that should be verified and the questions that should be answered. As Chairperson, you worry that the list is too long and the Support Team will be overloaded. What would you do to solve this issue?

- a) Authorize the plotter to distribute all assignments. Call hospital CEO to permission for that.
- b) Set priorities and appoint CMT members to communicate relevant assignments to their corresponding CMO teams.
- c) Categorize all assignments for all CMO teams. After that, set the priorities per team.
- d) First communicate the assignments that relate to ensuring people's safety. All other assignments can wait.

19. Symptoms such as moodiness, hostility and fearfulness are signs that stress is affecting the?

- a) Body.
- b) Mind.
- c) Emotions.
- d) Behaviour.

20. The primary goal of customer care system is?

- a) Increase profits.
- b) Resolve customer complaints.
- c) Improve product quality.
- d) Provide exceptional service and support.

PART 11: SHORT ANSWER QUESTIONS (30 MARKS)

1. Differentiate between leadership and management (4 marks).
2. Explain four strategies that enhance organizational communication (8 marks).
3. State five reasons for resistance to change (5 marks).
4. State four characteristics of quality management (4 marks).
5. State five causes of conflict in an organization (5 marks).
6. Explain two roles of a nurse manager in collective bargaining (4 marks).

PART 111: ESSAY QUESTION (20 MARKS)

Supervision plays a key role in maintaining the quality of performance of health providers and the services they deliver.

- a) State four supervisory tools (4 marks).
- b) State five responsibilities of a supervisor (5 marks).
- c) Describe how you would prepare for a supervisory visit (11 marks).

