



UNIVERSITY EXAMINATIONS 2022/2023

FOURTH YEAR, SECOND SEMESTER EXAMINATION FOR BACHELOR OF SCIENCE
IN NURSING

NND 3422: LEADERSHIP AND MANAGEMENT IN NURSING II

DATE: APRIL 2023

TIME: 2 HOURS

INSTRUCTIONS: Answer all questions in the booklet provided

Ensure that all your answers are properly numbered

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

Section Two: Short Answer Questions – Answer questions following each other on the answer booklet

Section Three: Long Answer Questions – Answer the questions on the answer booklet

All questions are compulsory

Part I: MULTIPLE CHOICE QUESTIONS (20 MARKS)

1. Which type of conflict management technique is described as cooperating and that one side gives way to the other:
 - a) Avoiding.
 - b) Accommodating.
 - c) Competing.
 - d) Compromising.
2. Supervision and directing fall to what phase of the management process?
 - a) Organizing.

- b) Directing.
 - c) Controlling.
 - d) Planning.
3. What type of conflict refers to when there are two or more opposing incompatible demands that arise and priority differences affect the resolution of the conflict?
- a) Interpersonal conflict.
 - b) Organizational conflict.
 - c) Intrapersonal conflict.
 - d) None of the above.
4. One of the most important driving forces behind health care policy changes is which of the following:
- a) New technology.
 - b) Emerging role of nurse practitioners.
 - c) Outsourcing of services.
 - d) Ability to pay for health care.
5. Advanced technology in health care, such as integrated health records, has allowed the nurse to:
- a) Skip the assessment step of the nursing process.
 - b) Take blood samples.
 - c) Order medications.
 - d) Track patient's vital signs.
6. Which of the following is true regarding health care systems today?
- a) They are all managed care organizations.
 - b) Only health maintenance organizations are profitable.
 - c) They are all privately owned.
 - d) There are multiple types of organizations.
7. A staff nurse wants to become instrumental in changing a policy regarding scheduling. Which of the following might be helpful in this situation?
- a) Talking to the director of nursing
 - b) Demonstrating positional power.
 - c) Compiling data that would support the policy change.
 - d) Using image power.

8. A manager has a budget request deadline today at 3.00. He stops his work to answer the phone, check e-mails as they arrive, and speak with staff who stop by his office. As a result, he misses the deadline. What best describe the cause of missing his deadline?
- Goal setting.
 - Organization.
 - Time wasters.
 - Assertiveness.
9. A manager decides that setting goals will assist her in better utilizing her time. Which of the following are true regarding goal setting in the manager role?
- Goals need to be measurable, realistic and achievable to be effective.
 - Writing goals will increase the stress level of the manager.
 - Goals should be vague, so they are more likely to be met.
 - Setting goals is a time waster in the manager role.
10. Which of the following would be considered an urgent and important issue?
- Replacing two staff who were injured while caring for a violent patient.
 - Developing an educational program for a new heparin protocol, to be implemented in two months.
 - Preparing educational packets on self-administration of insulin for patients.
 - Implementing and evaluating the staff's response to a tornado drill.
11. The nurse manager needs to buy six new hospital beds for the unit. What type of budget will be used for this expenditure?
- Operating budget.
 - Capital budget.
 - Salary budget.
 - Revenue budget.
12. The nurse manager compares the actual results of the budget with the projected result of the budget. What budgeting process is this?
- Variable budgeting.
 - Controlling.
 - Revenue sharing.
 - Incremental budgeting.

13. The main purpose of recruitment activities is:
- a) Assess an applicant's motivation.
 - b) Generate a pool of qualified applicants.
 - c) Assess an applicant's skills.
 - d) Assess an applicant's ability.
14. An attribute observed among nurses who strive to find the best way to do their job is:
- a) Punctuality.
 - b) Strict.
 - c) Honesty.
 - d) Motivation.
15. The theory that views motivation as learning is:
- a) Reinforcement.
 - b) Process.
 - c) Operant.
 - d) Conditioning.
16. The primary reason to conduct a performance appraisal is:
- a) Constructive feedback.
 - b) Punishment.
 - c) Identification.
 - d) Coaching.
17. The problem of overrating staff performance is called:
- a) Recency error.
 - b) Absolute judgement.
 - c) Halo error.
 - d) Leniency error.
18. The process of helping an employee to improve performance is called:
- a) Coaching.
 - b) Disciplining.
 - c) Mentoring.
 - d) Peer reviewing.

19. If there is a policy violation, one of the first things to do is:
- Terminate the employee.
 - Confront the employee.
 - Discipline the employee immediately.
 - Determine whether the employee is aware of the policy.
20. The nurse and nurse manager did not resolve the situation related to the doctor's report about the nurse's performance. The length of time allowed for the nurse to submit an appeal is:
- Ten days
 - Fifteen days.
 - Twenty days.
 - Thirty days.

PART II: SHORT ANSWER QUESTIONS (40 MARKS)

1. Explain policy formulation process in relation to sustainable development goals (SDGs) (10 marks)
2. Explain different stages of policy process (10 marks)
3. State five benefits of quality management systems (5 marks)
4. Explain three theories of performance appraisal (6 marks)
5. State the reason why performance appraisal is an important function of human resource management in the 21st Century (2 marks)
6. Explain the role of health providers in health economics (7 marks)

PART III: ESSAY/LONG ANSWER QUESTIONS (40 MARKS)

1. Conflicts are a common occurrence in organizations and can affect achievement of organizational goals. The nurse manager's role is to create an environment where conflict may be used as a conduit for growth, innovation and productivity.
 - a) Describe the conflict process (10 marks)
 - b) Explain five approaches to conflict management (10 marks)
2. Health care organizations are operating in an increasingly competitive environment. This has led to more demands on nurse managers to achieve work targets within shorter periods resulting in

increased stress among nurse managers. Time management is one method of stress prevention and reduction.

- a) Explain four common time wasters at work place (8 marks)
- b) Describe six strategies of time management (12 marks)