



MERU UNIVERSITY OF SCIENCE & TECHNOLOGY

P.O Box, 972-60200 Meru-Kenya

Phone: +254 712524293, 254 725330826, +254 705790660, +254 2092048, +254 706364687 +254 6430320

Email: info@must.ac.ke **Website:** www.must.ac.ke

SCHOOL OF NURSING

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

SEMESTER ONE EXAMINATION 2022/2023 ACADEMIC YEAR

DATE: APRIL, 2023 (3 HOURS)

INSTRUCTIONS: ANSWER ALL QUESTIONS

SECTION ONE: MULTIPLE CHOICE QUESTIONS (MCQs)-20marks

1. Nurses in Male medical ward are dissatisfied with the conditions they are working in. However, LK the nurse manager tries to demonstrate passion for serving them and the patients. She takes time to listen, prefers to be a teacher first before being a leader to make them understand how the conditions can be improved, this is characteristic of a:
 - a. Transformational leader
 - b. Transactional leader
 - c. Servant leader
 - d. Charismatic leader
2. During a group discussion, KM a fourth year BSc. Nursing student, described a theory which states that the leadership style is effective dependent on the situation and the followers are self-directed, experts and are matured individuals. Which of the following styles best fits that description?
 - a. Democratic
 - b. Authoritarian
 - c. Laissez faire
 - d. Bureaucratic
3. Third year nursing students were heard discussing leaders they had met at the last clinical placement area. One of them said that she had learnt that leaders at that health facility are transactional leaders. Which of the following does **NOT** characterize a transactional leader?
 - a. Focuses on clinical tasks
 - b. Is a caretaker
 - c. Inspires others with vision
 - d. Uses trade-offs to meet goals
4. Nurse Manager TM is not satisfied with the way things are done in the female medical ward where he is in charge. Patient satisfaction rate in this unit has fallen below 50% for two consecutive months and staff morale is at its lowest. He decides to

- plan and initiate changes that will push for a turnaround in the condition of the unit. Which of the following actions is a priority for TM?
- Call for a staff meeting and take this up in the agenda
 - Seek help from her manager
 - Develop a strategic action on how to deal with these concerns
 - Ignore the issues since these will be resolved naturally
5. A chief executive nurse MT sent a memorandum to the nursing staff announcing a change in the policy on staff transfers from unit to another. This represents an example of:
- Horizontal communication.
 - Diagonal communication
 - Upward communication.
 - Vertical communication
6. When communicating within an organization, employees are expected to respect the:
- Use of technology.
 - Chain of command.
 - Decision-making method
 - Time factor in the communication process.
7. Organizational culture and climate are important aspects of the organization. Which of the following are characteristic of the culture of the organization?
- Supervisor support given.
 - Flexibility of the work setting
 - Responsibility given
 - Determines the behaviour of the organization
8. Which theory emphasizes the importance of cooperation and participation in the workplace?
- Chaos Theory
 - Systems theory
 - Neoclassical theory
 - Classical theory
9. When reviewing an organizational chart, what represents the formal line of authority and responsibility within the organization?
- Specialization of labour.
 - Chain of command
 - Span of control
 - Organizational structure.
10. Which one of the following sets the standards for behaviour within the organization?
- The mission.
 - The value
 - The philosophy.
 - The vision.
11. PN is a senior staff nurse in the female surgical ward of a Level Five Hospital. She conducts orientation among new staff nurses in her department. MK, one of the new staff nurses, wants to understand the channel of communication, span of control and lines of communication. Which of the following will provide this information?
- Organizational structure
 - Policy
 - Job description
 - Procedure manual
12. This theory focuses on the structure of the formal organization and it examines the efficiency of the organization as a by-product of the design of the system:

- a. Neoclassical theory
 - b. Systems theory
 - c. Modern organizational theory
 - d. Classical theory
13. The process of staffing involves:
- a. Assessment of the qualifications and competence of the staff available
 - b. Formulation of a strategic staffing plan to meet future needs
 - c. Creation of a budget of personnel to provide patient care services
 - d. Assigning nurses to the care of specific patients
14. An appropriate staffing system incorporates:
- a. Patient needs
 - b. Staff members' degrees, preferences and credentials
 - c. A specific ratio of registered nurses, their likes and dislikes about the ward.
 - d. The personnel budget and salaries
15. The most effective conflict management style:
- a. Is collaboration
 - b. Is competition
 - c. Is compromise
 - d. Depends on the situation
16. Aspects of professional nursing practice that, **CANNOT** be delegated are:
- a. Monitoring and recording
 - b. Implementation and planning
 - c. Assessment and evaluation
 - d. Reporting and recording
17. The Right Circumstance for delegation by the licensed nurse:
- a. Is a routine and recurring event for a specific client
 - b. May change from situation to situation
 - c. Occurs with the patient approval and assent
 - d. Occurs on the evening and night schedule rotations
18. Situational and Contingency theory:
- a. Embodies the idea that the leader does the right thing based on the situation.
 - b. Involves assessing the nature of the task and the follower's motivation to determine the particular style the leader should use.
 - c. Involves assessing contingent courses of action.
 - d. Is based on the concept that leader characteristics must fit the situation.
19. EK is the nurse manager in charge of male- surgical ward; he introduces a change in the method of the nursing delivery system from functional to team nursing. An enrolled nurse becomes resistant to the change and refuses to take an active part in facilitating the process of change. What is the best action should EK take?
- a. Ignore the resistance
 - b. Force the nurse to accept and participate in the change
 - c. Confront the nurse and encourage verbalization of her feelings regarding the change
 - d. Provide a positive reward system for the nurse
20. The Nurse in charge of Male Medical ward at a County Hospital identified an increase of nosocomial infections on the unit, and called a unit meeting with staff from all shifts. She presented an analysis of the problem and proposals for actions to team members and invited them to comment and provide input. Which style of leadership is the nurse manager specifically employing?
- a. Situational

- b. Laissez-faire
- c. Participative
- d. Authoritarian

SHORT ANSWER QUESTIONS (SAQs)

1. Outline how a nurse manager can resolve five types organizational conflicts that are frequently occurring in the unit she is working in. **(7marks)**.
2. LK is the nurse in charge of labour ward in a Level Four Hospital; she realizes that for effectiveness of her leadership she must apply decision making steps she learnt in the leadership and management course. Outline how LK will apply six (6) steps of decision making in that ward. **(6 Marks)**
3. Differentiate between centralized and decentralized decision making organization. **(6Marks)**
4. You have been recently hired as a nurse manager of the female medical ward at a Level six (6) Hospital in Kenya. State how you will apply five roles of a nurse manager in improving patient outcomes in that ward. **(5Marks)**
5. You are the nurse manager in-charge of the newly established level four hospital at Nciru. Outline the five scheduling variables you will use in making the staff duty roster for one month. **(5 Marks)**.
6. DC is the nurse manager in male medical ward and she is identified as one of the mentors for the fourth year MUST BSc. Nursing students. In the course of their rotation she asked the students to apply some of the leadership skills they learnt in class. Describe four leadership skills explaining how you will apply them at the clinical area **(8 Marks)**
7. Outline five components of job delegation. **(5Marks)**.
8. Differentiate between the transactional and the transformative leader **(4 Marks)**

LONG ANSWER QUESTION (LAQ) (20 Marks)

- 1 Prof AZ gave his students a lecture on the importance of nurse managers being knowledgeable in various aspects of leadership.
 - a. Describe the difference between leadership and management **(10 Marks)**
 - b. Outline the qualities of a manager **(5 Marks)**
 - c. Describe the qualities of an effective leader **(5 Marks)**
2. You have recently been hired as a nurse manager of a female medical ward in a Teaching and Referral hospital. As a nurse manager, you will spend a critical amount of time making decisions and solving problems within the unit.
 - a. Describe the seven steps of traditional problem solving process model explaining how it can be applied in your unit. **(10Marks)**
 - b. Nursing process is identified as one of theoretical systems for decision making and solving managerial problems. Discuss how you might apply it in decision making and problem solving as a unit manager. **(8 Marks)**
 - c. Outline one advantage and a disadvantage of using the nursing process in decision making and problem solving in leadership and management **(2 Marks)**