



**AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF MEDICAL SCIENCES
DEPARTMENT OF NURSING AND MIDWIFERY SCIENCES
KENYA REGISTERED COMMUNITY HEALTH NURSING
END OF JANUARY-APRIL SEMESTER 2023 EXAMINATIONS**

DNS 313: NURSING LEADERSHIP AND MANAGEMENT

DATE: WEDNESDAY 12TH APRIL 2023

TIME: 2 Hours

Start: 1115 HOURS

Finish: 1315 HOURS

INSTRUCTIONS

- 1. This exam will be marked out of 70 Marks**
- 2. ALL Questions are compulsory.**
- 3. The Examination has Three Sections: Section I- Multiple Choice Questions, Section II: Short Answer Questions, Section III: Long Essay Questions**
- 4. Answer all Questions in the ANSWER BOOKLET provided**
- 5. Do Not write anything on the question paper -use the back of your booklet for rough work if need be.**

SECTION I: MULTIPLE ANSWER QUESTIONS: (20 MARKS)

1. According to Herzberg, the motivational factors include:-
 - A. Possibility of growth, the work itself
 - B. Company policy, working conditions
 - C. Interpersonal relationship, recognition
 - D. Responsibility, Good salary

2. A management style that demonstrates low concern for performance and high concern for staff is:-
 - A. Organization Management
 - B. Impoverished Management
 - C. Country Club Management
 - D. Team Management

3. A managerial function that constitutes leading staff in achieving organizational goals is:-
 - A. Planning
 - B. Directing
 - C. Organizing
 - D. Controlling

4. The third stage of change according to Kurt Lewin is characterised by the persons affected by the change:-
 - A. Wondering why things are not what they used to be.
 - B. Trying to find solutions to the problems.
 - C. Integrating solutions to a concern in their activities.

5. The type of conflict resolution strategy in which one side gives way to the other another and cooperation is expected is:-
 - A. Avoiding
 - B. Accommodating
 - C. Competing
 - D. Compromising

6. The 14 principles of management is attributed to:-
 - A. Fredrick Taylor
 - B. Max Weber
 - C. Mary Follet
 - D. Henri Fayol

7. A factor that facilitates employees' acceptance of change is:-
 - A. Introducing change rapidly
 - B. Explaining to the employees why the change is necessary
 - C. Attaching incentives to acceptance to change
 - D. Improving personal relationships between the supervisor and employees.

8. The following is NOT a component of an organizational structure:-
 - A. Level of authority
 - B. Lines of communication
 - C. Span of control
 - D. Unity of direction

9. Supervision and delegation are part of:-
 - A. Organizing
 - B. Directing
 - C. Controlling
 - D. Planning

10. The following statements regarding conflict is FALSE:-
 - A. Can be destructive if the level is too high
 - B. It should be prevented at all times
 - C. It can result in poor performance
 - D. It can create leaders

11. When preparing staff schedules, the nurse manager should:-
 - A. Determine hours of minimum and maximum workload before preparing the schedule
 - B. Avoid displaying the schedule early to minimize complaints from the staff
 - C. Avoid reviewing the schedule as the week progresses
 - D. Focus primarily on patient care load

12. The leadership style appropriate when there is need to maintain strict control in a department is:-
 - A. Laissez-faire
 - B. Authoritarian
 - C. Democratic
 - D. Autocratic

13. A combined plan, which requires setting up long term objectives, finding a time of action, and allocating allowance of resources, is known as:-
- A. Policy
 - B. Project
 - C. Strategic plan
 - D. Tactical Plan
14. The stage of change according to Kurt Lewin, evidenced when a nursing team accepts and adopts a new shift system is:-
- A. Unfreezing
 - B. Change
 - C. Moving
 - D. Refreezing
15. Filling incident reports when patients fall in a clinical unit is part of :-
- A. Risk Management
 - B. Quality Management
 - C. Outcome management
 - D. Peer review
16. Regarding the resolution of client complaints in a clinical setting:-
- A. Supervisors should always be involved
 - B. Direct the client to the customer care desk in the facility
 - C. The client's primary physician should be present
 - D. Maintain respect and open, honest communication
17. The following is a principle of delegation:-
- A. When delegating, authority must be transferred
 - B. Responsibility is not transferred with delegation
 - C. No transfer of authority exist when delegating
 - D. Delegating is same as work allocation
18. A broad statement by which the organization specifies how it will achieve its goals
- A. Vision statement
 - B. Mission statement
 - C. Policy statement
 - D. Protocol statement

19. The stage of group formation during which a committee of nurses tries to determine task allocation for the various members of the of the committee is:-
- A. Norming
 - B. Storming
 - C. Forming
 - D. Performing
20. The following is FALSE regarding Functional nursing:-
- A. A clients psychological and sociological needs are emphasized.
 - B. There is significant autonomy of tasks allocated
 - C. It is most economical way of delivering nursing services.
 - D. Workers feel secure in a dependent role.

SECTION II: SHORT ANSWER QUESTION (30 MARKS)

- 1. Explain the three (3) classical theories of management (6 Marks)
- 2. State five (5) characteristics of Authoritarian leader .(5 Marks)
- 3. Explain five (5) activities that Nurse manager should be familiar with in Material Management. (5 Marks)
- 4. Outline five (5) principles of management. (5 Marks)
- 5. Explain five (5) domains of Quality Health Care. (5 Marks)
- 6. Differentiate between Leadership and Management (4 Marks)

SECTION III: LONG ANSWER QUESTION: 20 MARKS

1. You newly appointed as the Medical Surgical Unit Manager for County Referral Hospital X. You realize that there is a need to advocate for the strengthening of quality services offered in the Unit.
- a. Explain four (4) reasons why advocacy is important in the Health Care System. (4 Marks)
 - b. Explain ten (10) strategies you can use to be able to advocate for better quality services for patients in your unit. (10 Marks)
 - c. Explain three (3) Main roles of a Nurse in Advocacy. (6 Marks)