



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF MEDICAL SCIENCES
DEPARTMENT OF NURSING & MIDWIFERY SCIENCES
END OF SEMESTER AUGUST 2023 EXAMINATIONS

COURSE CODE AND TITLE: BSN 414 LEADERSHIP, MANAGEMENT AND GOVERNANCE IN NURSING

DATE: 9TH AUGUST 2023

Duration: 2 HOURS

Start: 2:00 P.M.

Finish: 4:00 P.M.

INSTRUCTIONS

1. This exam is out of 70 marks
2. This Examination comprises THREE Sections. Section I: Multiple Choice Questions (20 marks) Section II: Short Answer Questions (30 marks) and Section III: Long Answer Questions (20 marks)
3. Answer ALL Questions.
4. Do Not write anything on the question paper -use the back of your booklet for rough work if need be.

SECTION I: MULTIPLE CHOICE QUESTIONS

(20 MARKS)

1. The leadership style that can be used during emergency situations is: -
 - A. Laissez-faire
 - B. Democratic
 - C. Autocratic
 - D. Supportive
2. A trait that describes a leader who is honest, responsible and maturity in the working area is:
 - A. Integrity
 - B. Personality
 - C. Intelligence
 - D. Flexibility
3. The following explains the difference between managers and leaders: -
 - A. Leaders usually have legitimate power.
 - B. Leaders do not make good managers.
 - C. Managers seldom are leaders.
 - D. Managers always have legitimate powers.
4. A staff nurse describes her unit manager as a born leader. The type of leadership theories she is ascribing to is: -
 - A. Trait theories
 - B. Behavioural theories
 - C. Contingency theories
 - D. Humanistic theories
5. The managerial function that indicates leading subordinates in the most applicable method is: -
 - A. Planning
 - B. Organizing
 - C. Directing
 - D. Controlling

6. A conflict resolution strategy where there is cooperation, and one party gives way to the other is: -
 - A. Avoiding
 - B. Competing
 - C. Compromising
 - D. Accommodating
7. The management theorist credited for the 14 principles of management is: -
 - A. Fredrick Taylor
 - B. Max Weber
 - C. Henri Fayol
 - D. MC Gregor
8. Chain of command means: -
 - A. The hierarchy of authority and responsibility
 - B. Activity directed through linear authority.
 - C. Bottom-up approach to decision making.
 - D. A relationship between managers and subordinates with authority
9. Hawthorne effect explains the relationship between people and productivity is enhanced by: -
 - A. Special attention
 - B. Organizations
 - C. Observation
 - D. Creativity
10. The statement that best describes a transformative leader is: -
 - A. The supervisor of a unit who requests staff to work overtime for extra pay.
 - B. A nurse manager who reminds junior nurses to have a work life balance.
 - C. An advanced practice nurse who encourages a staff nurse to pursue additional education for career advancement as part of transition planning.
 - D. A unit manager who supports and structures social welfare frameworks of her staff nurses
11. When a patient falls, and the nurse fills an incident report form is an example of: -
 - A. Quality management
 - B. Risk management
 - C. Quality improvement
 - D. Total quality improvement

12. The focus to care that is best in reducing risk potential is: -
- A. Patient- Focused care
 - B. Family – focused care
 - C. Nurse -focused care
 - D. Physician -focused care
13. Continuous quality improvement is focused on: -
- A. Family
 - B. Client
 - C. Hospital
 - D. Health care workers
14. The following are effective ways of applying power and politics in nursing **EXCEPT:** -
- A. Picketing the employer
 - B. Networking with other professionals
 - C. Writing letters to legislators
 - D. Joining professional organization
15. A staff nurse feels they are not qualified to undertake the task delegated to them. The best thing to do is: -
- A. Ask for other tasks you feel prepared
 - B. Tell the delegator for the offer and clearly explain why you must decline
 - C. Try to do the task anyway
 - D. Keep quiet and not do the task
16. The difference between the budgeted cost and the actual cost that resulted during actual activities is: -
- A. Variance
 - B. Budget
 - C. Variable
 - D. Premiums
17. The first step of the selection process in staffing is: -
- A. Job analysis
 - B. Advertising for the vacant position
 - C. Setting a selection committee
 - D. Checking the legal requirements for the process

18. The process of helping an employ improve on their performance is: -
- A. Coaching
 - B. Mentoring
 - C. Disciplining
 - D. Peer support
19. Burn out will manifest in all the following **EXCEPT**: -
- A. Sleeping longer hours than usual
 - B. Coming to work late
 - C. Colleagues doubting your clinical judgement
 - D. Indulging in alcohol more that norm in an attempt to relax
20. The pillars of the health care system as advanced by WHO are: -
- A. Health care financing, Heath care service Delivery, Health care governance
 - B. Health care financing, Human resource management, quality management
 - C. Health information systems, Vaccines and medicines, Health policy
 - D. Health infrastructure, health service delivery, risk management

SECTION II: SHORT ANSWER QUESTIONS **(30 MARKS)**

1. Outlive the **seven (7)** steps of the budgeting process **(7 Marks)**
2. Explain **three (3)** factors that managers consider when developing work schedules for nurses. **(6 Marks)**
3. Explain **four (4)** factors managers consider when delegating **(8 Marks)**
4. State any three **(3)** outcomes of the disciplinary process **(3 Marks)**
5. Outline the **six (6)** steps in stock management **(6 Marks)**

SECTION III: LONG ANSWER QUESTION **(20 MARKS)**

1. You have been tasked to oversee a nursing audit exercise for quality improving agenda in your ward.
 - a. Explain the steps of the nursing audit that you will use **(10 Marks)**
 - b. Using examples from a typical ward setup, explain the 5S of quality improvement as you would apply them **(10 Marks)**