



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

**COURSE CODE AND TITLE: DOP 125 STRATEGIC LEADERSHIP AND
MANAGEMENT**

DATE: 14TH DECEMBER 2023

Duration: 2 HOURS

Start: 9:00 AM

Finish: 11:00 AM

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. In resolving conflict between two nurses in the ward, the nurse manager should first:
 - A. Take action and reevaluate the situation after a given period.
 - B. Be clear and willing to take responsibility for their behavior.
 - C. Agree to write reports every quarter of a year in relation to their behavior.
 - D. Give them a severe warning.

2. Job Description would be defined as:
 - A. A set of statement based on standards of practice comprising employees' contract
 - B. The first step during staff appraisal.
 - C. Investigation done to confirm job skills and personal attributes.
 - D. What concerns with promoting and stimulating competent staff in work place.

3. The manager knows that one of her staff is experiencing burnout. The following is the best thing for her to do: -
 - A. Advise her staff to go on vacation.
 - B. Ignore her observations; it will be resolved even without intervention
 - C. Remind her to show loyalty to the institution.
 - D. Let the staff ventilate her feelings and ask how she can be of help.

4. Motivators in the work place include: -
 - A. Company policy, supervision, relationships.
 - B. Salary, bureaucracy, responsibility.
 - C. Achievement, recognition, promotion.
 - D. Work itself, accountability, paperwork.

5. The following is an advantage of decentralized staffing system:
 - A. Greater control of activities
 - B. Conserves time
 - C. Compatible with computerization
 - D. Promotes better interpersonal relationship

6. The role of the nurse in management is to:
 - A. Ensure the doctors are accompanied during ward rounds.
 - B. Make ward rounds and write reports to the matrons.
 - C. Participate in developing an interdisciplinary evidence based strategic plan of work.
 - D. Make care plans and ensuring activities of daily living are met.

7. One of the following is a joint trait of a leader which is defined as his/her ability to possess, responsibility and maturity in the working area.
 - A. Integrity.
 - B. Personality.
 - C. Intelligence.

- D. Flexibility.
8. The manager stresses the need for all to follow orders and instructions from him and not from anyone else. Which principle does he refer to?
- A. Scalar chain.
 - B. Discipline.
 - C. Unity of command.
 - D. Order
9. A senior nurse in your hospital conducts orientation among new staff nurses. One of them wants to understand the channel of communication and the span of control. Which of the following will provide this information?
- A. Job description
 - B. Manual of procedure
 - C. Policy.
 - D. Organizational structure
10. A newly promoted manager feels uncomfortable for believing that is being a scapegoat of everything that goes wrong in the department. The following is the best action to take: -
- A. Identify the cause of the conflict and understand the points of friction.
 - B. Seek help from the director of nursing.
 - C. Quit the job and look for another employment.
 - D. Disregard the feelings and continue to work independently.
11. The following statement regarding internal forces of motivation is true: -
- A. They are more important to understand than external forces of motivation.
 - B. They are less important to understand than external forces of motivation.
 - C. They are as important as external forces of motivation.
 - D. They are seldom recognized by managers.
12. A nurse manager meets regularly with other nurse managers, participates on the organization's committees, and attends meetings sponsored by professional organizations. The managers function is: -
- A. Informing.
 - B. Monitoring
 - C. Problem solving
 - D. Networking.
13. The following description is correct about downward communication:
- A. The communication is between two supervisors.
 - B. The flow of communication is from the head Nurse to the supervisor.
 - C. The communication is from the chief nurse to the head nurse
 - D. Communication is from the staff nurse to the chief nurse.

14. The type of conflict management technique is described as cooperating: -

- A. Avoiding.
- B. Accommodating.
- C. Compromising.
- D. Competing.

15. The characteristics that would make a nurse manager decide that the nursing staff is functioning as a team is when:

- A. They have clear goals and purpose.
- B. They are not very well organized.
- C. They have No one emerges as a leader.
- D. There is no evaluation of the work done.

16. A broad statement by which the organization specifies how it will achieve its goals is:

- A. Vision Statement
- B. Policy statement
- C. Mission statement
- D. Protocol.

17. A very young nurse has been promoted to nurse manager of an inpatient surgical unit. The nurse is concerned that older nurses may not respect the manager's authority because of the age difference. How can this nurse manager best exercise authority?

- A. Use critical thinking to solve problems on the unit.
- B. Give assignments clearly, taking staff expertise into consideration.
- C. Understand complex health care environments.
- D. Maintain an autocratic approach to influence results.

18. The nurse has just been promoted to unit manager. Which advice, offered by a senior unit manager, will help this nurse become inspirational and motivational in this new role?

- A. "If you make a mistake with your staff, admit it, apologize, and correct the error if possible."
- B. "Don't be too soft on the staff. If they make a mistake, be certain to reprimand them immediately."
- C. "Give your best nurses extra attention and rewards for their help."
- D. "Never get into a disagreement with a staff member."

19. The departmental manager tells one of the staff that she was not ready to see anybody in the office to talk about issues. The conflict resolution strategy employed is: -

- A. Smoothing
- B. Compromise
- C. Avoidance
- D. Restriction

20. The primary focus of a manager in a knowledge work environment would be: -

- A. Developing the most effective teams.
- B. Taking risks.
- C. Routine work.
- D. Understanding the history of the organization

SECTION II: SHORT ANSWER QUESTIONS (30 MARKS)

- 1. Describe the three (3) main types of leadership styles (6 Marks)
- 2. State five (5) importance of planning (5 Marks)
- 3. State four (4) differences between leadership and management (8 Marks)
- 4. State five (5) causes of poor employee relations (5 Marks)
- 5. Explain three (3) types of planning (6 Marks)

SECTION III: LONG ANSWER QUESTION – (20 MARKS)

- 1. Henri Fayol is known as the father of management:
 - a) Explain seven (7) principles of management by Henri Fayol (14 Marks)
 - b) State six (6) functions of management (6 Marks)