



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

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

DATE: 13-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. 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 mature in the working area is: -
 - A. Integrity
 - B. Personality
 - C. Intelligence
 - D. Flexibility
3. The following outlines 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 that 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. 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
13. The difference between the budgeted cost and the actual cost that resulted during actual activities is: -
- A. Variance
 - B. Budget
 - C. Variable
 - D. Premiums
14. 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
15. The process of helping an employee improve on their performance is: -
- A. Coaching
 - B. Mentoring
 - C. Disciplining
 - D. Peer support
16. 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 than norm to relax
17. The pillars of the health care system as advanced by World Health Organization are: -
- A. Health care financing, Health 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
18. One registered nurse may be responsible for giving medications, another nurse for admission and discharges while nursing attendants change linen, provide hygienic care or do simple procedures for which they have trained. This model of nursing practice is called: -
- A. Functional nursing
 - B. Team Nursing
 - C. Primary Nursing
 - D. Total patient care
19. The purpose of supply chain management is to: -
- A. Providing customer satisfaction
 - B. Improve quality of a product
 - C. Integrating supply and demand management
 - D. Increasing production
20. The time difference between a facility ordering and receiving stock is called: -
- A. Lead time
 - B. Buffer time
 - C. Stock turnaround time
 - D. Order time

SECTION II: SHORT ANSWER QUESTIONS (30 MARKS)

1. Outline the **five (5)** functions of human resource management (5 Marks)
2. Explain **Four (4)** factors that managers consider when developing work schedules for nurses. (8 Marks)
3. Explain **four (4)** factors managers consider when delegating (8 Marks)
4. State 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 the Quality Management agenda in your institution.
 - A. Explain Six (6) principles of quality management (12 Marks)
 - B. Describe the Plan Do Study Act(PDSA) and 5S models of quality improvement as you would apply them in Quality Improvement (8 Marks)