



**AMREF INTERNATIONAL UNIVERSITY  
SCHOOL OF MEDICAL SCIENCES  
DEPARTMENT OF NURSING & MIDWIFERY SCIENCES  
DIPLOMA IN REGISTERED COMMUNITY HEALTH NURSING  
END OF SEMESTER EXAMINATIONS**

**DNS 313: LEADERSHIP AND MANAGEMENT IN NURSING**

**DATE:** Tuesday 5<sup>th</sup> December 2023

**TIME:** 2 Hours

**Start:** 9:00am

**Finish:** 11:00am

**INSTRUCTIONS**

1. This exam will be marked out of 70 marks
2. All questions are compulsory.
3. Answer ALL questions in the answer Booklet provided

## **SECTION I: MULTIPLE ANSWER QUESTIONS (20 MARKS)**

1. A leader who uses laissez- faire style of leadership is described as one who:-
  - a) Depends on the team in planning and in decision making
  - b) Is passive and puts the responsibility of decision-making to others.
  - c) Fosters independence in team by promoting motivation and creativity.
  - d) Provides little autonomy and self-motivation.
  
2. A decision making model in which a nurse manager uses a clear methodology to arrive at decisions that are logical and maximize achievement of a desired objective is:-
  - a) Political decision-making model
  - b) Experimentation process
  - c) Rational decision-making model
  - d) Trial-and-error method
  
3. The planning process in a hospital setting includes:-
  - A. Formulation of day-to-day work plans for the ward unit
  - B. Routine provision nursing services to clients
  - C. Represent the organization in various forums
  - D. Budgeting for hospital activities
  
4. The contingency Theory in management:-
  - A. Proposes that leader behavior is determined by the leader's personality and the demands of the situation.
  - B. Proposes that leaders must provide followers the sense of security, approval and discipline to succeed in an output.
  - C. Emphasizes that both leaders and followers should act on one another to raise their motivation.
  - D. Postulates that leadership qualities inspire followers to be motivated by what they do

5. The following statement is FALSE regarding a vision:-
- A. It uses action words in present tense
  - B. It is written to magnify the various activities and it is projected with a broad time frame
  - C. It reflects why the organization exist
  - D. It reflects what the organization wants to be
6. In the functional modality of nursing care delivery:-
- A. One nurse is responsible for giving hygiene interventions, another one for administering medications and another one for wound dressing
  - B. One nurse provides care for one patient for a period of time.
  - C. The nurse has the responsibility for giving nursing care to the client from admission until discharge
  - D. A team leader of team of nurses coordinates the total care of a group of patients
7. A managerial function that constitutes leading the staff in the most applicable method is:-
- A. Planning
  - B. Directing
  - C. Organizing
  - D. Controlling
8. An informal leader:-
- A. Develops competencies on the job and through and continuing education
  - B. Becomes the leader of the team by virtue of years of experience
  - C. Has the legitimate authority to lead the team.
  - D. Becomes a leader by virtue of senior age and expertise.

9. The statement that best distinguishes a leader and manager is:-
- A. A leader focuses on purpose while a manager focuses on structures and processes.
  - B. A leader makes the right thing and a manager does each task the right way.
  - C. A leader has a short-term view while a manager views work in long term duration
  - D. A leader relies on trust while a manager relies on control
10. . Supervision and delegation fall to what phase of the management process
- A. Organizing
  - B. Directing
  - C. Controlling
  - D. Planning
11. The type of conflict in which two or more opposing , incompatible demands exist and priority differences affect resolution of the conflict is:-
- A. Interpersonal conflict
  - B. Organizational conflict
  - C. Intrapersonal conflict
  - D. Structural conflict
12. An organizational chart does NOT:-
- A. Show the division of work
  - B. Show the workload of each personnel
  - C. Reflect the type of work of each staff
  - D. Delineate groupings according to type of work
13. The most common and oldest type of staffing pattern is:-
- A. Cyclical staffing
  - B. Full time equivalent staffing
  - C. Decentralized staffing
  - D. Conventional staffing

14. The concept of getting things done by other people is referred to as:
- A. Management
  - B. Leadership
  - C. Planning
  - D. Organizing
15. The process that initiates, guides, and maintains goal-oriented behaviors in an organization is:
- A. Planning
  - B. Organizing
  - C. Motivation
  - D. Delegation
16. Theory X and theory Y of management was proposed by :-
- A. William Ouchy
  - B. Frederick Taylor
  - C. Mary Follett
  - D. Douglas McGregor
17. The principle of management that help in ensuring there is coordination of employees' effort is:-
- A. Unity of command
  - B. Unity of direction
  - C. Division of labour
  - D. Decentralization

18. Team nursing is characterized by:-

- A. Patient centered care, a group of nurses with same level of skills are assigned to a group of patients
- B. Individual members making personal and useful suggestions, there is better utilization of personnel for quality performance
- C. Assigning a member to lead, success depends on effective communication
- D. Patient care being given by nurse aids, modality emphasizes division of labour based on specific tasks

19. Decision making is best described as the process one uses to:-

- a) Solve a problem
- b) Choose between alternatives
- c) Reflect on a certain situation
- d) Generate ideas

20. The quality demonstrated by a new manager who is implementing an initiative with the intention of improving efficiency in the organization is:-

- a) Being Unrealistic
- b) Being democratic
- c) Being a change agent
- d) Being Authoritarian

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

1. Explain the various concepts stipulated in the three (3) classical theories of management (6 Marks)
2. State six (6) functions of the County Health Management Team. (6 Marks)
3. Outline five (5) objectives of a Health Management Information System in Health Care system.( 5 Marks)
4. Outline five (5) qualities of good standards in Quality Management. (5 Marks)
5. State four (4) functions of a Quality Assurance Team in Health Care Management. (4 Marks)
6. Describe the characteristics of Trait leadership theory. (4 Marks)

**LONG ANSWER QUESTION: 20 MARKS**

1. As a new ward manager in hospital, you are required manage resources in your unit for effective and efficient service delivery.
  - a. Define Management (2 Marks)
  - b. Explain five (5) functions of Management you would utilize in the management of the unit, giving actual examples in a ward setting. (10 Marks)
  - c. Describe how you would mobilize and utilize various resources in the ward setting ( 8 Marks)

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