



**AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF MEDICAL SCIENCES
DEPARTMENT OF NURSING & MIDWIFERY SCIENCES
END OF SEMESTER AUGUST 2024 EXAMINATIONS**

COURSE CODE AND TITLE: BSN 414: Leadership, Management and Governance in Nursing

DATE: Wednesday 7th August 2024

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 person who motivates, influences, and directs others so as to meet the organizational goals would best be referred to as:
 - A. Leader
 - B. Manager
 - C. Incharge
 - D. Supervisor
2. Effective leadership refers to:
 - A. Acquisition of high performance from subordinates
 - B. Community engagement to organizational goals
 - C. Understanding of the organizational mission and vision statement
 - D. Leading managers to work more
3. A people-oriented leader:
 - A. Establishes goals
 - B. Challenges employees
 - C. Ensures that employees follow company rules
 - D. Listens to his/her team members
4. Transformational leaders
 - A. Assist the organization to meet the objectives of the day
 - B. Makes changes in the operations of the organization
 - C. Practices do as I say rather than do as I do
 - D. Have answers to the organizational questions
5. In Autocratic style of leadership;
 - A. The leader keeps employees informed
 - B. The leader gathers information from staff members before making decision
 - C. Every activity in the organization must be done according to the laid down policy
 - D. Motivation is done through structured rewards and punishments

6. According to Fredrick Taylor's Theory on Classical Approach to Management;
 - A. Workers should be given a piece of worker to do and then highly remunerated for the same.
 - B. Organizations should practice division of labor.
 - C. Organization should have detailed rules and regulations.
 - D. The right workers should be selected for the right job
7. The following options are true representation of pillars of leadership and management according to World Health Organization:
 - A. Leadership and governance, supplies and workmanship training
 - B. Supplies, Health information and leadership and governance
 - C. Health information system, Service promotion, Health financing
 - D. Health financing, workmanship training, service promotion
8. Situational leader is one;
 - A. Whose influence is effective by being in the right place at the right time.
 - B. Who can assume leadership of a temporally measure over the specific period of time.
 - C. Who gets into leadership position because of what he does rather than what he is.
 - D. Whose influences arises directly out of his position
9. Theory Z of management highlights that:
 - A. Decision-making is shared at all levels
 - B. Predict organization behavior in a multidimensional way by studying people
 - C. Allows everyone to conduct themselves as they wish as long as work is done
 - D. Has strict assigned regulations to be followed
10. The purpose of supply chain management is: -
 - A. Provide customer satisfaction
 - B. Improve quality of a product
 - C. Integrating supply and demand management
 - D. Increase production

11. A Japanese term meaning continuous improvement.
- A. Kaizen
 - B. TQM
 - C. Sigma
 - D. Donabedian
12. Standard Operating Procedure (SOP) refers to:
- A. An optimal balance between possibilities realized and a framework of norms and values.
 - B. Doing the right thing right, right away, the first time
 - C. Detailed, written instructions to achieve uniformity of the performance of a specific function.
 - D. A process of meeting the needs and expectations of the customers, both internal and external.
13. Accreditation in health care means: -
- A. Making assessment about a health programme
 - B. Meeting predetermined standards to ensure quality
 - C. Making care cost effective
 - D. Getting accolades for accomplishment
14. The scholar associated with Total Quality Management is:
- A. Rensis Likert
 - B. Kurt Lewin
 - C. Max Weber
 - D. Edwards Deming
15. The following helps create an identity for a healthcare provider and allows them to stand apart from competitors;-
- A. Brand building
 - B. Lead generation
 - C. PR communication
 - D. Company advising

16. Plan-do-study-act cycle is a procedure to _____
- A. Overall improvement
 - B. Continuous improvement
 - C. Permanent improvement
 - D. Immediate improvement
17. The following statements are TRUE about a business plan EXCEPT: -
- A. It helps determine the viability of your enterprise
 - B. It helps you obtain financing
 - C. It guides you as you plan and organize
 - D. It must be draw by a licensed business expert
18. Error in performance appraisal where the supervisor uses their overall impression of how they feel and think about the appraisee to rate them is: -
- A. Halo Effect
 - B. Hawthorne Effect
 - C. Horn effect
 - D. Recency effect
19. Reasons for resisting change by employees include all EXCEPT
- A. Unpreparedness, misinformation, interdepartmental supervision
 - B. Personal insecurity, perceived economic loss, fear of being rendered redundant
 - C. Family pressure, perceived fears of progression, lack of personal motivation
 - D. Inter-organizational conflicts, management inefficiencies, poor change communication
20. The following strategies can be used at implementation phase of a health policy
- A. Piloting, phasing out the implementation, developing implementation units
 - B. Piloting, developing implementation units, building consensus for support
 - C. Full policy implementation, phasing out the policy, consensus building for support
 - D. Using policy champions, full policy implementation, phasing out

SECTION: II SHORT ANSWER QUESTIONS

(30 Marks)

1. State five (5) Principles of Management as described by Henri Fayol. (5 Marks)
2. State five (5) differences between leadership and management (5 Marks)
3. Discuss five (5) roles of health governance in health systems (5 Marks)
4. Describe PESTLE analysis in relation to starting an enterprise (6 Marks)
5. State four (4) tools that can be used in continuous quality management (4 Marks)
6. State five (5) roles of a commodity nurse charged (5 Marks)

SECTION III: LONG ANSWER QUESTIONS

(20 MARKS)

1. There is a strong interplay between Health Systems Management and quality management. One cannot be ignored for the successful health care delivery
 - a. Describe five (5) ways health financing enhances health information system as well as health workforce (10 Marks)
 - b. Describe five (5) principles of quality management that nurse managers can apply to strengthen the health system (10 Marks)