



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF MEDICAL SCIENCES
DEPARTMENT OF NURSING AND MIDWIFERY SCIENCES
KENYA REGISTERED COMMUNITY HEALTH NURSING
END OF SEMESTER MAY-AUGUST 2024 EXAMINATIONS

DNS 313 : NURSING MANAGEMENT AND LEADERSHIP

DATE: Tuesday 13th August 2024

TIME: 2 Hours

START: 0900 HOURS

FINISH: 1100 HOURS

INSTRUCTIONS

- 1. This exam will be marked out of 70 Marks**
- 2. ALL Questions are compulsory.**
- 3. The Examination has Three Sections: Section I- Multiple Choice Questions, Section II: Short Answer Questions, Section III: Long Essay Questions**
- 4. Answer all Questions in the ANSWER BOOKLET provided**
- 5. 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. A document outlining what an employee is expected do in the role they are taking up is known as Job: -
 - A. Analysis
 - B. Enhancement
 - C. Description
 - D. Specification
2. The patient to be prioritised during the supervisory round by the nurse manager in the ward is:-
 - A. Patient scheduled for a chest x-ray
 - B. Patient requiring daily wound dressing
 - C. Patient on Oxygen therapy who had difficulty in breathing during the previous shift
 - D. A postoperative patient who needs to be discharged to free up bed space for another waiting patient
3. The theory that postulates that achievement, recognition, nature of work and responsibility are considered motivation factors is:-
 - A. Maslow's Hierarchy of needs theory
 - B. McGregor's Theory X and Y
 - C. Vroom and Vroom theory
 - D. Herzberg's two factor Theory
4. As a senior nurse and head of department, your main role at a functional level is:
 - A. To be responsible for controlling and overseeing the entire organization
 - B. To develop goals, strategic plans, company policies and make decision on direction of the healthcare service as a business
 - C. To be responsible for the quality as well as quantity of health care service provision
 - D. To execute organizational plans in line with company policies and top management objectives
5. Confrontation is a conflict management strategy in which: -
 - A. Attempts are made to resolve conflict through knowledge and reason
 - B. Conflicting parties give and take on certain issues
 - C. Rewards are divided between the conflicting parties
 - D. A solution that meets everyone's needs is agreed upon

6. The ethical principal that prioritises patient safety and well being is :-
 - A. Autonomy
 - B. Beneficence
 - C. Non-maleficence
 - D. Justice

7. To motivate very demotivated health care facility staff:-
 - A. Praise them for work well done, punish them for their mistakes, increase their salaries
 - B. Increase their salaries, praise them, provide meals
 - C. Punish them for mistakes, provide meals, and increase their salaries
 - D. Provide extra time off, praise them, reprimand them for non-performance

8. When delegating duties to junior nurses, the nurse manager retains: -
 - A. Responsibility
 - B. Accountability
 - C. Authority
 - D. Supervision

9. The managerial function that measures employee performance as a strategy of meeting organisational objectives is:-
 - A. Directing
 - B. Controlling
 - C. Authority
 - D. Staffing

10. The theory of management that guides a nurse manager who believes that there is no one best way of doing things is :-
 - A. Modern theory
 - B. Pre scientific theory
 - C. Classical theory
 - D. Neoclassical theory

11. The statement that describes the values and beliefs of an organization is: -
 - A. Vision
 - B. Mission
 - C. Goal
 - D. Philosophy

12. The least benefit of entrepreneurship in nursing profession is:-
- A. Helps nurse visualizes a business opportunity such as home care nursing, organizes the necessary resources for setting up the business and bears the risk involved in the service
 - B. Helps nurses to develop the spirit of imagination and creativity and courage to develop new ideas to improve health care services
 - C. Help the nurse to determine a patient's requirement and comprehend how that requirement can be responded by nursing effectively
 - D. Helps the nurse become self-employed and hence self-reliant in nursing profession.
13. A type of conflict that involves an internal struggle to clarify contradictory values is classified as:-
- A. Intergroup
 - B. Interpersonal
 - C. Intrapersonal
 - D. Organizational
14. The Process of arousing behaviour that causes people to want to achieve goals is:-
- A. Self-discipline
 - B. Motivation
 - C. Aggressiveness
 - D. Performance
15. The process by which resources are mobilized, combined, and coordinated effectively to achieve organizational objectives is:-
- A. Administration
 - B. Planning
 - C. Management
 - D. Leadership
16. To ensure effective delegation, the most important factor to be considered by the nurse manager when allocating nursing duties to staff is:-
- A. Requests from your staff
 - B. Patients' needs and staff abilities
 - C. Number of anticipated discharged patients
 - D. Patient safety

17. The most important skills needed to guide a novice nurse in developing competence in removing a wound drain are:-
- A. Thinking skills
 - B. Processes skills
 - C. Interpersonal skills
 - D. Effective communication skills
18. The following theorists is NOT a major contributor of neoclassical theories of management:-
- A. George Elton Mayo
 - B. Mary Parker Follett
 - C. Douglas McGregor
 - D. Max Weber
19. The principle of management evident when a nurse preferentially directs uninsured self-funding clients to purchase medication in the most affordable pharmacy is:-
- A. Decentralization
 - B. Unity of command
 - C. Subordination of individual interest to general interest
 - D. Scalar chain
20. The following is NOT a characteristic feature of Continuous Professional Development (CPD) in Nursing. It :-
- A. Should be self-directed
 - B. Is best achieved through formal learning
 - C. Should focus on learning from experience as well as reflective learning.
 - D. Should include both formal and informal learning

SECTION II: SHORT ANSWER QUESTIONS (30 MARKS)

21. Outline two (2) disadvantages of the primary nursing care model (2 Marks)
22. State five (5) components of ward management (5 Marks)
23. Highlight five (5) reasons why nurses can resist change (5 Marks)
24. Outline eight (8) ways you can create a motivating work climate for your staff (8 Marks)
25. Briefly explain the six steps of the disciplinary process (6 Marks)
26. State four (4) main reasons for appraising staff (4 Marks)

SECTION III: LONG ANSWER QUESTION (20 MARKS)

27. Time is an important resource that a manager should use to achieve organizational goals

- a. List four (4) time wasters a manager may encounter in an office (2 Marks)
- b. Outline the four concepts of the time management matrix (4 Marks)
- c. Describe the strategies a manager would use to ensure effective time management (10 Marks)
- d. State four (4) methods for effective management of a departmental meetings (4 Marks)

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