



**AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF MEDICAL SCIENCES
DEPARTMENT OF NURSING & MIDWIFERY SCIENCES
End of December 2024 Semester Examinations**

**COURSE CODE AND TITLE: DOP 125: Strategic Leadership and Management of
Oncology Services**

DATE: 6-12-2024

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 following is the purpose of monitoring and evaluation:
 - A. Management
 - B. Orientation
 - C. Deployment
 - D. Employment
2. A leadership theory that states that leaders are born and not made:
 - A. Trait
 - B. Charismatic
 - C. Great man
 - D. Situational
3. Evaluation errors in performance appraisals include:
 - A. Formal effect
 - B. Informal effect
 - C. Halo effect
 - D. Double effect
4. The manager stresses the need for employees to follow orders and instructions and not from anyone else. Which principles that this refer to:
 - A. Scalar chain
 - B. Discipline
 - C. Unity of command
 - D. Order
5. The function of management that ensures appropriate use of resources is:
 - A. Organizing
 - B. Planning
 - C. Controlling
 - D. Implementation
6. When preparing staff schedules:
 - A. Determine hours of minimum and maximum workload before preparing the schedule
 - B. Avoid displaying the schedule early to minimize complaints from the staff
 - C. Avoid reviewing the schedule as the week progresses.
 - D. Never consider patient care
7. The most effective leadership style that can be used during emergency situations:
 - A. Democratic
 - B. Laissez-faire
 - C. Autocratic
 - D. Supportive
8. True about leadership
 - A. All managers are leaders.
 - B. Formal rights ensure good leadership.
 - C. A formal appointment is essential in creating leaders.
 - D. Non-sanctioned leadership is as important as a formal influence

9. A desirable feature of leadership:
 - A. One-directional influence from the leader to the follower
 - B. Coercive power and authority
 - C. Lack of freedom
 - D. Coexistence of leaders and managers
10. The role of long term planning
 - A. Avoiding any form of planning in healthcare organizations
 - B. Aligning organizational activities with long-term goals and objectives
 - C. Ignoring the importance of goal-setting in healthcare
 - D. Strict adherence to short-term planning only in healthcare
11. Management can be defined as
 - A. Skills necessary for doing work
 - B. Authority over other workers
 - C. Assigning of duties to responsible persons
 - D. Process of getting work done
12. When disciplining staff
 - A. It can be done later when convenient
 - B. Make it personal
 - C. Be consistent
 - D. Be apologetic
13. Deployment of staff involves
 - A. Demoting the employee
 - B. Disciplining the employee
 - C. Assigning jobs to employees
 - D. Giving jobs to employees
14. The systematic activities which provide adequate confidence that the services provided are meeting the requirements is called
 - A. Quality assurance
 - B. Quality control
 - C. Inspection
 - D. Sampling
15. A process of evaluating an employee's performance of a job in terms of its requirements is
 - A. Performance management
 - B. Performance analysis
 - C. Performance appraisal
 - D. Performance evaluation
16. When the actual performance of the employees are measured then it will be compared with:
 - A. Standard
 - B. Other members
 - C. Previous performance
 - D. Group performance

17. Stage of project management life cycle that requires the maximum time of completion
- Conceptualization
 - Planning
 - Execution
 - Estimation
18. In Project management when does planning take place:
- Before the project
 - During the project execution
 - At the start of the project
 - After the project
19. Feasibility study determines:
- Whether the project is possible with resources
 - Comparing the project with world class manufacturing norms
 - Calculate the cost crashing each unit
 - Add duration to each unit
20. Some policies are imposed by external factors such as:
- Governmental regulatory agencies
 - Employee demands
 - Management decisions
 - Lack of funding

SECTION II: SHORT ANSWER QUESTIONS (30 MARKS)

1. Explain the two (2) management approaches (4 marks)
2. Explain three (3) types of supervision (6 marks)
3. State five (5) tools for performance appraisal (5 marks)
4. Explain five (5) principles of good governance (5 marks)
5. Outline five (5) reasons why employees would resist change (5 marks)
6. Identify five (5) internal factors that influence recruitment of staff in an organization (5 marks)

SECTION III: LONG ANSWER QUESTION (20 MARKS)

1. You are a nurse in charge of the Faraja cancer treatment center. You are tasked to coordinate strategic planning for the next 5 years.
 - a) State five (5) reasons for planning (5marks)
 - b) Discuss seven (7) steps of the strategic planning process (15 marks)