



**AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF MEDICAL SCIENCES
DEPARTMENT OF NURSING AND MIDWIFERY SCIENCES
BACHELOR OF SCIENCE IN NURSING (BSN)
September-December 2024 TRIMESTER MAIN EXAMINATION**

COURSE CODE AND TITLE: BSN 414 Leadership and Management

DATE: TUESDAY 10TH DECEMBER 2024

TIME: 2 HOURS

START: 9:00AM

END: 11:00AM

Instructions

- 1) This exam is out of 70
- 2) This paper has three sections: Section I: Multiple choice Questions (MCQ) (20 marks), Section II: Short answer questions (SAQ) (30 marks) and Section III: Long answer question (LAQ) (20marks)
- 3) Answer **ALL** questions in Section I and Section II and III
- 4) Answer all the questions in the examination booklets provided
- 5) Any rough work to be done at the back of the answer booklet

SECTION I: MULTIPLE CHOICE QUESTIONS

(20 MARKS)

1. The statements consistent with McGregor's theory X management style is;-
 - A. Workers are primarily motivated by fear and punishment.
 - B. Workers seek out and accept responsibility.
 - C. Workers have the potential to be creative.
 - D. Workers perform better when given autonomy.

2. The function of management that involves the process of influencing people to achieve organizational objectives is;-
 - A. Staffing
 - B. Leading
 - C. Planning
 - D. Controlling

3. According to McGregor's Theory Y, managers should:
 - A. Focus solely on financial incentives.
 - B. Create a structured and rigid work environment.
 - C. Delegate authority and empower employees.
 - D. Micromanage employees to ensure efficiency.

4. The following is a characteristic of nursing standards;-
 - A. They are subject to change and evolve based on new evidence
 - B. They remain unchanged throughout a nurse's career
 - C. They only apply to new nurses
 - D. They are designed to increase the workload on nurses

Answer: A) They are subject to change and evolve based on new evidence

5. Nursing standards play a key role in legal cases because;-
 - A. They act as a reference for what constitutes acceptable nursing care
 - B. They provide detailed hospital policies
 - C. They reduce the responsibility of healthcare institutions
 - D. They ensure nurses cannot be held accountable for their actions

6. One of the following is NOT a strategy to overcome resistance to change;-
 - A. Coercion
 - B. Participation and involvement
 - C. Facilitation and support
 - D. Ignoring resistance

7. In primary nursing, the nurse is responsible for:
 - A. A specific task for all patients in the unit
 - B. All aspects of care for a specific patient throughout their stay
 - C. Delegating care tasks to unlicensed personnel
 - D. Coordinating care between physicians and therapists only

8. The following is an example of a quality indicator in nursing;-
 - A. The number of nurses employed in a unit
 - B. The frequency of medication errors in a hospital

- C. The annual revenue of the hospital
 - D. The number of patient admissions
9. A disadvantage of functional nursing as a care modality is:
- A. It provides holistic care to the patient
 - B. It reduces the continuity of care
 - C. It encourages close nurse-patient relationships
 - D. It increases nurse autonomy in patient care
10. The purpose of clinical audits in quality assurance is to:
- A. evaluate financial performance in a healthcare facility
 - B. assess and improve the quality of patient care based on standards
 - C. review the marketing strategies of the hospital
 - D. reduce the number of healthcare workers in a department
11. The main purpose of job analysis in the recruitment process is
- A. To create an accurate job description and specification
 - B. To find the best candidates for the job
 - C. To offer the right compensation package
 - D. To determine the best marketing strategy
12. The modality of nursing care that encourages a holistic approach and continuity of care by ensuring one nurse takes charge of a patient's care throughout their hospitalization is;-
- A. Functional nursing
 - B. Primary nursing
 - C. Team nursing
 - D. Case management
13. One of the following is considered a primary tool for effective time management
- A. Multitasking
 - B. Creating a to-do list
 - C. Ignoring distractions
 - D. Doing everything at once
14. Evaluation helps in identifying:
- A. Areas for improvement
 - B. Only successful aspects of a project
 - C. Strict rules and regulations
 - D. The need for employee termination
15. The principle of business management which involves setting clear goals and deciding on actions to achieve them is:
- A. Planning
 - B. Organizing
 - C. Controlling
 - D. Leading
16. A common challenge in career management is;-
- A. Aligning personal career goals with organizational objectives
 - B. Ensuring job satisfaction at all levels
 - C. Maintaining the same job role throughout the career
 - D. Offering promotions to all employees
17. A change agent is primarily responsible for:
- A. Resisting organizational changes

- B. Supporting and facilitating change initiatives
- C. Preventing conflicts during change
- D. Keeping operations running as usual

18. The role of the County Government in health service delivery in Kenya is

- A. Establishing national health policies
- B. Managing referral hospitals
- C. Overseeing primary and secondary health care services
- D. Funding international medical research

19. The role of county governments in the flow of health funds in Kenya?

- A. Managing private health insurance
- B. Allocating funds to regional hospitals
- C. Budgeting and disbursing health funds for county health services
- D. Collecting taxes for national healthcare

20. The primary purpose of the revenue collected by the Kenyan government is:

- A. To pay international debts
- B. To finance public services and infrastructure
- C. To regulate inflation
- D. To encourage foreign investment

SECTION II: SHORT ANSWER QUESTIONS (30 MARKS)

1. Explain three (3) purposes of staff evaluation (6 marks)
2. Explain three (3) benefits of good financial management (6 marks)
3. Explain three (3) functions of quality assurance in an organization (6 marks)
4. State six (6) key stages in the staff recruitment process (6 marks)
5. Explain three (3) traits of a successful entrepreneurs (6 marks)

SECTION III: LONG ANSWER QUESTION – (20 MARKS)

As a ward Manager, you are expected to conduct annual performance appraisal for your staff member.

- a) Define the concept of performance appraisal (2 marks)
- b) State 4 objectives of performance appraisal exercise (4 marks)
- c) Explain 2 tools that can be used for the appraisal (4 marks)
- d) Discuss any 5 principles that must be followed in evaluating nurses' performance accurately and fairly (10 marks)