



**AMREF INTERNATIONAL UNIVERSITY
DEPARTMENT NURSING AND MIDWIFERY SCIENCES
KENYA REGISTERED COMMUNITY HEALTH NURSING
END OF SEMESTER APRIL 2026 EXAMINATIONS**

DNS 313: Leadership and Nursing Management

DATE: 8TH APRIL 2026

DURATION: 2 HOURS

START: 11.15AM

FINISH: 13.15 PM

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 II: Long Essay Questions
4. Answer all Questions in the ANSWER BOOKLET provided
5. Do not write anything on the question paper
6. Use the back of your booklet for rough work if need be.

SECTION I: MULTIPLE CHOICE QUESTIONS**(20 MARKS)**

1. The type of conflict management technique characterized by cooperation with one side giving way to the other is :-
 - A. Avoiding.
 - B. Accommodating.
 - C. Competing.
 - D. Compromising.
2. The phase of the management process involving supervision is :-
 - A. Organizing.
 - B. Directing.
 - C. Controlling.
 - D. Planning
3. The most common cause of missing deadlines is:-
 - A. Unclear goal setting.
 - B. Organization bureaucracy
 - C. Time wasters.
 - D. Assertiveness.
4. The most effective strategy for the manager to facilitate change is:-
 - A. Reassure the staff that the old system will be available as a backup indefinitely.
 - B. Implement the new system over a weekend to minimize disruption to process.
 - C. Involve staff in the process by identifying "super-users" to act as peer resources and ask for feedback.
 - D. Announce that the change is mandatory and non-compliance will result in disciplinary action.
5. The leadership style most appropriate in acute disaster situations is:-
 - A. Autocratic
 - B. Democratic
 - C. Laissez-faire
 - D. Transformational
6. The most appropriate metric for evaluating timeliness in patient care:-
 - A. Percentage of nurses with Bachelors degrees.
 - B. Average wait time in the Emergency Department.
 - C. Number of pressure ulcers acquired on the unit.
 - D. Patient satisfaction survey scores
7. The primary focus of a continuous quality improvement (CQI) program in nursing is :-
 - A. Cost containment
 - B. Nurse productivity
 - C. Patient/Client outcomes
 - D. Physician satisfaction
8. The primary goal of financial management in nursing leadership is to:-
 - A. Eliminate all unit expenses.
 - B. Ensure high-quality patient care while efficiently managing resources.
 - C. Maximize profitability regardless of staff turnover.
 - D. Allow nurses to work overtime whenever they choose

9. The error of overrating staff performance during performance appraisal is called:-
- Recency error.
 - Absolute judgement.
 - Halo error.
 - Leniency error.
10. The process of helping an employee to improve performance in a critical skill is called:-
- Coaching.
 - Disciplining.
 - Mentoring.
 - Peer reviewing.
11. The best practice in commodity management is:-
- First in first out
 - First in last out
 - First expiry first out
 - Last in First out
12. A role of effective communication in an organization is to:-
- Enhance productivity
 - Motivate the team towards a certain goal
 -
 - Enhance personal gains compared to organizational ones.
13. Organizational vision refers to:-
- The core of why an organization exists and do the work they do
 - A clear description of the organisation's preferred future
 - The beliefs shared among stakeholders of the organization and principle commitment.
 - Present purpose and current operations of the organization.
14. According to the Kurt Lewis change model, the three stages of the change process in sequence :-
- Refreezing, change and unfreezing
 - Unfreezing, refreezing and change
 - Unfreezing, change and refreezing
 - Change refreezing and unfreezing
15. For effective listening the following disciplines are applied :-
- Focus, empathy and silence
 - Empathy, silence and love
 - Silence, sympathy and focus
 - Love, sympathy and focus
16. The following is a document that authorizes the recording of transaction in an organization's records
- Cash book
 - Cheques
 - Authority to incur expenditure

- D. Vouchers
17. In staff training and development the following is done..
- A. Orientation and basic training
 - B. Basic training and career planning
 - C. Orientation and induction
 - D. Career counselling and promotion
18. The correct definition of management is:-
- A. Working through and with people to accomplish organizational goals
 - B. Work with people in order to accomplish organizational goals
 - C. Working though people in order to accomplish organizational goals
 - D. Working with others in order to accomplish organizational goals
19. Which of the following is the significance of planning:-
- A. Increases costs in an organization
 - B. Contributes to purposeful organization
 - C. Haphazard approaches can be increased
 - D. Consistence is not observed
20. The first step in planning process is;-
- A. Identifying the problems
 - B. Identification of opportunities
 - C. Establishing objectives
 - D. Determining alternative sources

SECTION II: SHORT ANSWER QUESTIONS

(30 MARKS)

1. Describe 2 leadership styles indicating when they are appropriately used in a clinical area (4 Marks)
2. Highlight Kenya's 6-Level System of healthcare delivery (6 Marks)
3. Discuss 3 major functions of the Nursing Council of Kenya (6 Marks)
4. Highlight 4 principles of management (4 Marks)
5. Discuss significance of SDG 3 in nursing management (4 Marks)
6. Discuss FIRST 3 life cycle cohorts as in KEPH Approach (6 Marks)

SECTION III: LONG ANSWER QUESTIONS

(20 MARKS)

1. As a newly appointed Nurse Manager of a 100-bedded medical unit, you are facing high staff turnover and low morale.
 - a) Outline the steps in the staff recruitment and selection process you would implement to hire qualified staff. (8 Marks)
 - b) Compare and contrast the "360-degree appraisal" with the "checklist method" in evaluating staff nurse performance (4 Marks)
 - c) You have noticed that two nurses on your team are not complying with infection control protocols despite previous education. Describe the disciplinary action process you would follow in accordance with organizational policies (8 Marks)

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