



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

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

**DATE: 17-4-2025**

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 role of long term planning is;-
  - 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
2. 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
3. When disciplining staff;-
  - A. It can be done later when convenient
  - B. Make it personal
  - C. Be consistent
  - D. Be apologetic
4. Deployment of staff involves;-
  - A. Demoting the employee
  - B. Disciplining the employee
  - C. Assigning jobs to employees
  - D. Giving jobs to employees
5. The systematic activities that provide adequate confidence on services provided is;-
  - A. Quality assurance
  - B. Quality control
  - C. Inspection
  - D. Sampling
6. The process of evaluating an employee's job performance in terms of its requirements is;-
  - A. Performance management
  - B. Performance analysis
  - C. Performance appraisal
  - D. Performance evaluation
7. The actual performance of the employees is measured and compared with:
  - A. Standard
  - B. Other members
  - C. Previous performance
  - D. Group performance
8. The stage of project management life cycle that requires the maximum time of completion is;-
  - A. Conceptualization
  - B. Planning
  - C. Execution
  - D. Estimation
9. In Project management when does planning take place:
  - A. Before the project

- B. During the project execution
  - C. At the start of the project
  - D. After the project
10. Feasibility study determines:
- A. Whether the project is possible with resources
  - B. Comparing the project with world class manufacturing norms
  - C. Calculate the cost crashing each unit
  - D. Add duration to each unit
11. Some policies are imposed by external factors such as:
- A. Governmental regulatory agencies
  - B. Employee demands
  - C. Management decisions
  - D. Lack of funding
12. The purpose of monitoring and evaluation is:
- A. Management
  - B. Orientation
  - C. Deployment
  - D. Employment
13. A leadership theory that states leaders are born and not made is:
- A. Trait
  - B. Charismatic
  - C. Great man
  - D. Situational
14. Evaluation errors in performance appraisals include:
- A. Formal effect
  - B. Informal effect
  - C. Halo effect
  - D. Double effect
15. The principle that stresses the need for employees to follow orders and instructions from managers only and not from anyone else is:-
- A. Scalar chain
  - B. Discipline
  - C. Unity of command
  - D. Order
16. The function of management that ensures appropriate use of resources is:
- A. Organizing
  - B. Planning
  - C. Controlling
  - D. Implementation
17. 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
18. The most effective leadership style that can be used during emergency situations is:

- A. Democratic
  - B. Laissez-faire
  - C. Autocratic
  - D. Supportive
19. In regard to 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
20. A desirable feature of leadership is:
- 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

**SECTION II: SHORT ANSWER QUESTIONS** (30 MARKS)

- 1. Outline four (4) tools used in planning (4 marks)
- 2. State five (5) principles for storage layout (5 marks)
- 3. State five (5) enablers of good governance (5 marks)
- 4. Outline five (5) key global trends in oncology (5 marks)
- 5. Identify six (6) best practices in managing resistance to change (6 marks)
- 6. State five (5) tools for performance appraisal (5 marks)

**SECTION III: LONG ANSWER QUESTION** (20 MARKS)

- 1. You are appointed as the leaders of a task force responsible for enhancing increase cervical cancer screening in Kiambu county.
  - a) Outline five (5) roles of the leaders in the process of team development (5marks)
  - b) Discuss five (5) stages of team development (15 marks)