



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF MEDICAL SCIENCES
DEPARTMENT OF NURSING & MIDWIFERY SCIENCES
END OF SEMESTER AUGUST 2026 EXAMINATIONS
BSN 414: Leadership, Management, And Governance in Nursing

DATE: 3RD AUGUST 2026

Duration: 2 HOURS

Start: 9:00AM

Finish: 11:00AM

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 needed.

SECTION I: MULTIPLE CHOICE QUESTIONS- 20 MARKS

Choose the correct response

1. The primary function of leadership is:
 - A. Budgeting
 - B. Inspiring vision
 - C. Scheduling staff
 - D. Inventory control
2. Accountability in nursing is:
 - A. Delegated
 - B. Shared equally

- C. Non-transferable
 - D. Indirect
3. A leadership style that encourages innovation is:
- A. Autocratic
 - B. Transformational
 - C. Bureaucratic
 - D. Transactional
4. Clinical governance primarily ensures:
- A. Staff recruitment
 - B. Revenue generation
 - C. Financial growth
 - D. Patient safety
5. The leadership style that best supports emergencies is:
- A. Democratic
 - B. Laissez-faire
 - C. Autocratic
 - D. Servant
6. Delegation transfers:
- A. Accountability only
 - B. Responsibility only
 - C. Authority only
 - D. Liability only
7. A governance principle would be
- A. Autonomy
 - B. Accountability
 - C. Delegation
 - D. Motivation
8. A leadership theory emphasizing adaptability is:
- A. Trait theory
 - B. Bureaucratic theory
 - C. Great Man theory
 - D. Situational theory
9. The Plan-Do-Study-Act (PDSA) cycle is used for:
- A. Financial auditing
 - B. Budget allocation
 - C. Staff promotion
 - D. Quality improvement
10. Transactional leadership emphasizes:
- A. Rewards

- B. Vision
 - C. Innovation
 - D. Collaboration
11. Correctly paired SWOT analysis elements are:
- A. Strengths and opportunities are internal factors.
 - B. Weaknesses and threats are external factors.
 - C. Strengths and weaknesses are internal factors.
 - D. Opportunities and strengths are external factors.
12. Root cause analysis aims to identify:
- A. Individual blame
 - B. Budget deficits
 - C. Staff shortages
 - D. System failures
13. A statement that BEST differentiates a mission from a vision is:
- A. Mission describes the future; vision describes the present.
 - B. Mission states organizational purpose; vision describes the desired future.
 - C. Mission focuses on finance; vision focuses on staffing.
 - D. Mission is actualized at the Governance level while vision is at the operational level
14. The management function that determines an organization's future direction is:
- A. Planning
 - B. Organizing
 - C. Staffing
 - D. Controlling
15. Nurse autonomy is best promoted through:
- A. Bureaucracy
 - B. Shared governance
 - C. Centralization
 - D. Delegation
16. The correct combination of activities in sequential order regarding staffing function is:
- A. Recruitment, selection, training, placement
 - B. Selection, training, recruitment, placement
 - C. Recruitment, selection, placement, training
 - D. Recruitment, training, selection, placement
17. An internal source of recruitment is:
- A. Transfer
 - B. Campus recruitment
 - C. Employment exchange
 - D. Recruitment advertisements
18. The administrative management theory was proposed by:
- A. Max Weber
 - B. Frederick Taylor
 - C. Henri Fayol

- D. Kurt Lewin
19. Douglas McGregor's Theory X assumes that employees:
- A. Avoid work and require close supervision.
 - B. Are self-motivated and responsible.
 - C. Prefer shared decision-making.
 - D. Are motivated primarily by professional growth.
20. A management function that evaluates performance is:
- A. Planning
 - B. Organizing
 - C. Controlling
 - D. Staffing

SECTION II: SHORT ANSWER QUESTIONS- 30 MARKS

Answer all questions

1. Outline five conflict management strategies. (5 marks)
2. Distinguish between managerial and operational functions (4 marks)
3. Explain how effective leadership influences delegation. (6marks)
1. Explain how continuous quality improvement contributes to organizational performance. (8 marks)
2. Outline seven (7) qualities of a good health care policy (7 marks)

SECTION C: LONG ANSWER QUESTIONS- 20 MARKS

1. A hospital introduces an electronic nursing documentation system to improve patient records and reduce documentation errors.
 - a. Describe the change process (10marks)
 - b. Describe change management strategies that can be used to successfully implement the new nursing documentation system. (10 marks)