



AMREF INTERNATIONAL UNIVERSITY

SCHOOL OF MEDICAL SCIENCES

DEPARTMENT OF NURSING & MIDWIFERY SCIENCES

End of Semester (Main Paper) August 2025 Examinations

COURSE CODE AND TITLE: BSN 414: Leadership, Management And Governance In Nursing

DATE: Tuesday 12th August 2025

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 (20marks)
 - Section II: Short Answer Questions (30 marks)
 - 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. According to Fredrick Taylor's Theory, Classical Approach in Management;
 - a. Workers should be given a piece of worker to do and then highly remunerated for the same.
 - b. Organizations should practice division of labor.
 - c. Organization should have detailed rules and regulations.
 - d. The right workers should be selected for the right job.

2. Transformational leadership aims at:
 - a. Maintaining equilibrium or the status quo
 - b. Performing work according to policy
 - c. Inspiring others to achieve the organizational vision
 - d. Performing tasks at ones best to improve efficiency

3. The purpose of organizing in management is to:
 - a. Assign duties and co-ordinate the efforts of individuals
 - b. Spread responsibilities for final results to the top management
 - c. Distribute the human resource equally in the organization
 - d. Ensure that work is organized at all levels to ensure control

4. In Theory X managers ;
 - a. Are Self motivated and self-directed
 - b. Are Problem centered
 - c. Hold on response to responsibilities
 - d. Like simple things

5. Health advocacy involves all **except**:
 - a. An agent working among constraints of the system
 - b. Directed activism involves working with health workers and community
 - c. Shared Agency involving working between health workers and community
 - d. Directed Agency that involves health workers working for community

6. Which of the following statement is **TRUE** on performance appraisal?
 - a. The employees' immediate supervisor is in charge of evaluating his or her performance since he/she is familiar with employee's work.
 - b. Rating committees usually contain the employees' immediate supervisor and three or four other supervisors.

- c. Appraisals by subordinates are where subordinates anonymously rate their supervisors' performances.
 - d. Peer appraisals are appraisals of an employee by his or her colleagues.
7. Situational/contingency theory of leadership believes that:
- a. Leadership effectiveness depends on the relationship among the leaders.
 - b. Leaders are born and not made.
 - c. Leaders possess a set of physical and emotional characteristics.
 - d. Traits determine leadership ability and success.
8. The following statement related to information technology is accurate:
- a. Social networks and cell phone cameras pose low risk in terms of information technology security and confidentiality.
 - b. The security of technological data and information in healthcare environments is most often violated by those who work there.
 - c. The security of technological data and information in healthcare environments is most often violated by computer hackers.
 - d. Computer data deletion destroys all evidence of the data.
9. The following characteristic is NOT related to Laissez-faire leadership:
- a. Very little guidance from leaders
 - b. Complete freedom for followers to make decisions
 - c. Leaders provide the tools and resources needed
 - d. There is little time for group decision-making
10. The nurse manager needs to buy six new hospital beds for the unit. What type of budget will be used for this expenditure?
- a. Operating budget
 - b. Capital budget
 - c. Fixed budget
 - d. Revenue budget.
11. During times of nursing shortages and increased nursing costs in health care, which of the following nursing care delivery models might come under the greatest scrutiny?
- a. Case method
 - b. Team nursing.
 - c. Functional nursing
 - d. Nurse case management.
12. The following statement is true of a patient classification system:
- a. It is a method of grouping patients according to length or duration of nursing care
 - b. It is a measuring tool used to describe the progress of patient's status
 - c. It depends on the complexity of the nursing care requirements of the patient
 - d. It is a method of grouping patients according to hospital stay

13. The action of a nurse-manager that best demonstrates servant leadership is:
 - a. Prioritizing the interests of others over the manager's own interests
 - b. Cultivating a personal relationship with each subordinate
 - c. Making decisions on the basis of customer service
 - d. Communicating a clear vision for the future and asking subordinates to share it.
14. The successful integration of informatics into healthcare settings is key to:
 - a. Quality decision making related to management of resources and patient care
 - b. Accessing current information about business practices.
 - c. Meeting the modern-day expectations of staff regarding technology use.
 - d. Speeding up-calculations and decisions in budget development.
15. An operational budget accounts for:
 - a. Application of new technology.
 - b. Income and expenses associated with organizational activities.
 - c. Construction and renovation.
 - d. The purchase of minor and major equipment
16. The type of conflict management technique described as cooperating and that one side gives way to the other.
 - a. Avoiding
 - b. Accommodating
 - c. Competing
 - d. Compromising
17. The following leadership theories expect the leader to continually be concerned about subordinate motivation:
 - a. Situational theory
 - b. Transformational Leadership
 - c. Path-Goal theory
 - d. Contingency theory
18. In an organization, policies are:-
 - a. The decisions that govern action
 - b. The processes that influence allocation of scarce resources
 - c. The rules that procedures that govern an action
 - d. Step by step ways of carrying out the processes in an organization
19. The following is a function of county health management Team;
 - a. Provide a linkage with county executive and national government
 - b. Provide guidelines and formulate policies to be used by all stakeholders providing health care services in the county.
 - c. Provide leadership and stewardship for overall health management in the county
 - d. Coordinate the referral function across all levels in the country.

Indicate if the following statements are True or false. Each statement is ½ mark

20. The key function of human resources management (HRM) is to “put the right people in the right jobs at the right time”
21. In strategic planning, a SWOT analysis represents the evaluation of an organization’s Strengths, Weaknesses, Opportunities, and Threats.

SECTION II: SHORT ANSWER QUESTIONS (30 MARKS)

1. State five (5) pillars of health systems management (5 Marks).
2. State four (4) characteristics of good governance (4 Marks)
3. Outline three (3) advantages and three (3) challenges of staff mobility (6 Marks)
4. Explain three (3) stages of the change process according to Kurt Lewin (6 Marks)
5. State three (3) methods of monitoring the quality of nursing care (3 Marks)
6. Explain three (3) differences between leadership and management (6 Marks)

SECTION III: LONG ANSWER QUESTION – (20 MARKS)

1. Discuss any five (5) guidelines that enhance the management flow of vaccines, medicines and technological products (10 marks)
2. Compare and contrast three (3) types of leadership styles (10marks)