

CHUKA



UNIVERSITY

**THIRD YEAR EXAMINATIONS FOR THE AWARD OF DEGREE OF BACHELOR OF NURSING**

**NURU 395: LEADERSHIP AND MANAGEMENT IN NURSING 1**

**STREAMS: BSC N (UPGRADING) Y3T1**

**TIME: 2 HOURS**

**DAY/DATE: THURSDAY 19/11/2020**

**11.30 A.M – 1.30 P.M**

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**INSTRUCTIONS:**

- **Do not write anything on the question paper.**
- **Mobile phones and any other reference materials are NOT allowed in the examination room.**
- **The paper has three (3) Sections. ALL the questions are compulsory**
- **Your answers for Section A (MCQs) should be on the first page of the answer Booklet.**
- **Number ALL your answers and indicate the order of appearance in the space provided in the cover page of the examination answer booklet.**

**SECTION A: MULTIPLE CHOICE QUESTIONS (15 MARKS)**

1. A measure of the appropriateness of the goals the managers have selected for the organization is called:
  - a) Efficiency
  - b) Control
  - c) Effectiveness
  - d) Quality
2. Which of the following is true concerning the top level managers:
  - a) Supervises a number of first line managers
  - b) Acts as a liaison between managers at different levels
  - c) Evaluates whether the goals being pursued are appropriate for the organization
  - d) Monitors how well the organizational resources are being utilized
3. Interpersonal roles of managers include:

- a) Figurehead
  - b) Resource allocator
  - c) Negotiator
  - d) Disseminator
4. Which of the following is associated with scientific management theories:
- a) Assigning people responsibility based on their qualification and performance
  - b) Codifying methods of performing tasks into standard operating procedures
  - c) Having a well defined hierarchy of authority
  - d) Subordinating personal over organizational interest
5. Advantages of centralization include:
- a) Ensures that the cost of running the organization is reduced
  - b) Prevents duplication of efforts
  - c) Increases motivation of middle and first line managers
  - d) Increases the level of decision making in the organization.
6. When you are carrying out a SWOT analysis, which of the following will be classified as a threat:
- a) Having adequate number of qualified staff in the organization
  - b) A number of staff in the organization are scheduled to retire in the coming year
  - c) Establishment of a medical training college in the area of operation
  - d) Recent drought in the catchment area
7. An inflexible organizational design is applicable when the organization:
- a) Has an expansion strategy
  - b) Has highly skilled workforce
  - c) Has a complicated technology
  - d) Environmental factors are predictable
8. An organizational structure where employees are permanently assigned to a cross-functional team reporting only to one boss is referred to as:
- a) Product team
  - b) Matrix
  - c) Product
  - d) Functional

9. When drawing up an organogram, a solid line will be used to indicate:
  - a) Staff relations
  - b) Line authority
  - c) Positions of equal seniority
  - d) Line of communication
10. Features of leadership include:
  - a) Does not require the consent of the followers
  - b) Non- flexible process of getting work done
  - c) Takes place in the context of a situation
  - d) Requires the allocation of formal authority
11. Features of autocratic leadership style include:
  - a) Requires highly skilled personnel
  - b) Produces consistent results
  - c) More task oriented
  - d) Leader hold limited power
12. According to Vroom's Expectancy theory, in order to ensures instrumentality:
  - a) Make sure the subordinates belief that they can achieve the set objectives
  - b) Provide training to enhance performance skills
  - c) Link performance to desired outcomes
  - d) Communicate the available outcomes to the subordinates
13. The second step in the delegation process is:
  - a) Define the task
  - b) Determine who should perform the delegated task
  - c) Provide clear communication about the expectations
  - d) Determine the requirements for effective performance of delegated task
14. The most intimate mode of communication is:
  - a) Face to face
  - b) Telephone
  - c) Voice mail message
  - d) Written mail
15. Common forms of lateral communication include:

- a) Memos, written reports
- b) Committees, conferences
- c) Memos, posters
- d) Suggestion box, exit interviews

**SECTION B: SHORT ANSWER QUESTIONS (35 Marks)**

1. Explain the following management principles:
  - a) Unity of direction [2 marks]
  - b) Unity of command [2 marks]
2. A key ingredient of leadership is power. State five (5) types of power [5 marks]
3. Utilizing Herzberg's 2 factor theory enumerate five factors that you can use to Motivate your staff [5 marks]
4. State five(5) manager related barriers to effective delegation [5 marks]
5. Using appropriate examples, explain three (3) elements of supervision [6 marks]
6. After setting performance standards the next step is to assess the actual performance utilizing the set standards. Outline five (5) methods that you can utilize to do this [5 mark]
7. Every manager in an organization has a span of control. State five (5) factors that influence the span of control [5 marks]

**SECTION C: LONG ANSWER QUESTIONS (20 MARKS)**

1. A budget is one of the main tools of financial management. It is used as a planning and controlling tool.
    - a) Explain four (4) budgeting methods that can be used in an organization [ 8 marks]
    - b) Describe the budgetary process [ 12 marks]
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