



KENYATTA UNIVERSITY
UNIVERSITY EXAMINATIONS 2011/2012
SECOND SEMESTER EXAMINATION FOR THE DEGREE OF BACHELOR
OF SCIENCE (NURSING AND PUBLIC HEALTH)
HNS 317N: MANAGEMENT IN NURSING I

DATE: Wednesday, 28th March, 2012

TIME: 8.00 – 10.00 a.m.

INSTRUCTIONS:

Answer **ALL** questions.

Section A: MCQ – Circle the correct answer.

Section B and C: - Answer in the answer booklet provided.

SECTION A; MCQ

1: Effectiveness in an organization refers to;

- a) Attaining specific organizational goals that are timely and challenging
- b) Optimal utilization of organization resources
- c) The process that utilizes organizational resources to achieve organizational objectives
- d) The relationship between achieving objectives and consumption of resource

2: The following are organizational related causes of stress in an employee

- a) Ability to adapt to change, motivation, communication
- b) Motivation, Communication, Tolerance for ambiguity
- c) Managerial style, communication, change
- d) Tolerance for ambiguity management style, motivation

3: A manager is said to be performing administrative work when he/she is;

- a) Involved in setting policies of the organization
- b) Involved in planning for the organization
- c) Involved in interpreting policies of the organization
- d) Involved in formulating strategic plan of the organization

4: In an organization, decentralization;

- a) Enables emergency decisions to be made
- b) Lowers cost of operation and duplication of resources
- c) Provides uniformity of policies and action
- d) Results in decisions that are more likely to be adopted to local conditions

- 5: Referent power of a manager;
- a) Is based on possession of unique skills and knowledge
 - b) Is based on admiration and respect for an individual
 - c) Is based on access to valued information
 - d) Is based on the penalties a manager might impose on an individual
- 6: The following are interpersonal roles of a manager
- a) Disseminator, Spokes person, monitor
 - b) Monitor, Disseminator, Spokes person
 - c) Figure head, Liaison, leader
 - d) Disturbance handler ,Figure head, Liaison
- 7: Classical theorists
- a) Were concerned with the structure and mechanics of organizations
 - b) Were concerned with the human factor in the organization
 - c) Were concerned with group relationships and leadership of the organization
 - d) Were concerned with management and leadership of the organization
- 8: The fundamental activities of strategy evaluation includes the following except
- a) Reviewing external and internal factors that are the basis for current strategies:
 - b) Measuring performances;
 - c) Taking corrective action.
 - d) Implementation
- 9: In Job specialization
- a) Activities are confined so that they can serve the need for specific customers
 - b) Work of each employee is confined to a single function
 - c) Jobs are grouped into logical sets for co-ordination and integration of activities
 - d) Employees with similar skills or use the same kind of knowledge are put together
- 10: Authoritarian leadership style is characterized by the following behaviors except
- a) Strong control is maintained over the work group.
 - b) Communication flows downwards.
 - c) Decision making does not involve others.
 - d) Communication flows up and down.
- 11: A transformational leader
- a) Focuses on management tasks
 - b) Uses contingency rewards to motivate staff
 - c) Inspires others with a vision
 - d) Uses trade offs to meet goals
- 12: Measuring performance of the nurses quarterly by the managers is an example of;
- a) Staffing function
 - b) Controlling function
 - c) Organizing function
 - d) Directing function

13: Diagonal Communication:

- a) Occurs between individuals or departments at the same hierarchical level
- b) Is achieved through committees or teams at different levels
- c) Occurs from staff to management or from lower management to upper management.
- d) Involves individuals or departments at different hierarchical levels

14: The purpose of supervision is;

- a) To inspect, evaluate and improve worker performance.
- b) To distribute authority among workers
- c) To provide channels of communication in the organization
- d) To arrange work so that the Right things are done, at the right time In the right place

15: A vision statement

- a) Defines the desired result towards which effort are directed
- b) Describes the organization reason for existence
- c) Describes the goal to which the organization aspires.
- d) Delineates the set of values and beliefs that guide all actions of the organization .

16: Preactive planners

- a) consider past, present and future and attempt to plan the future of their organization rather than react to it
- b) Utilize technology to accelerate change and are future oriented
- c) Consider the status quo as the stable environment and spend great deal of energy preventing change
- d) Occurs after a problem exists because there is dissatisfaction with the current situation,

17&18: Match the leadership styles in column A with the degrees of concern for people and production in column B as depicted in the managerial grid

Column A

- 1. Impoverished -----
- 2. Authority compliance -----.
- 3. Middle of the road -----
- 4. Country club -----

Column B

- 1. moderate concern for production and people.
- 2. High concern for both production and people
- 3. Low concern for both production and people
- 4. high concern for and low concern for people
- 5. High concern for people and low concern for production..

- 19: Indicate whether the following statements are true or false (1/2 mark each)
- a) Scientific management emphasized training of the worker to perform tasks in the most efficient manner-----
 - b) Scientific management emphasized separation of managers from owners-----
- 20: Indicate whether the following statements are true or false (1/2 mark each)
- a) Management focuses on clinical excellence-----
 - b) Management is providing an environment where people can work as individuals-----

SHORT ANSWER QUESTIONS

- 1: State six Characteristics of a manager (6marks)
- 2: Outline the Steps of progressive discipline (6marks)
- 3: Explain three factors that you need to consider while scheduling nurses (6marks)
- 4: Explain any three managerial Skills (6marks)
- 5: State six management principles of the administrative theory of management (6marks)
- 6: State four characteristics of Pure line organizational structures (4marks)
- 7: Explain the following modes of organizing patient care (6marks)
 - Team Nursing
 - Primary nursing
 - Case management

LONG ANSWER QUESTIONS

- 1: You have been working as an in charge in hospital X and due to the expansion of the hospital you find that there is need to delegate some of your work
 - 1a: Describe the delegation process (15marks)
 - 1b: State five Benefits of Delegation to you as an in charge
- 2: Motivation is Key to the performance of nurses in the hospital
 - a) Explain the term motivation (2marks)
 - b) Explain three benefits of motivation (6marks)
 - c) Describe any four motivational theories and how you can use them to motivate your nursing staff (12 marks)