



(University of Choice)

**MASINDE MULIRO UNIVERSITY OF  
SCIENCE AND TECHNOLOGY  
(MMUST)**

**UNIVERSITY EXAMINATIONS  
2022/2023 ACADEMIC YEAR**

**THIRD YEAR SECOND TRIMESTER EXAMINATIONS**

**FOR THE DEGREE  
OF  
BACHELOR OF SCIENCE NURSING (DIRECT ENTRY)**

**COURSE CODE: NCN 329**

**COURSE TITLE: LEADERSHIP & MANAGEMENT IN  
NURSING**


**DATE: 12/04/2023 TIME: 08.00 AM- 11.00 PM**

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**INSTRUCTIONS TO CANDIDATES**

All Questions Are Compulsory

TIME: 3 Hours

MMUST observes ZERO tolerance to examination  
cheating 

## SECTION A: MCQ'S (20 MARKS)

1. A nurse is told that the nursing model used in the nursing facility is a functional nursing approach. The nurse understands that planning care delivery will be based on which characteristic of this type of nursing model of practice? ?
  - A. a task approach methods is used to provide care to clients
  - B. a single registered nurse (RN) is responsible for providing nursing care to a group of clients
  - C. managed care concepts and tools are used in providing client care
  - D. nursing personnel are led by a RN in providing care to a group of clients
2. The nurse is triaging clients from a large disaster. Which client should receive care first? ?
  - A. client w/ lrg shard of glass piercing chest wall, RR 32
  - B. client w/ forearm disfigured w/ protruding bone, finger cap refill 2 seconds
  - C. child w/ 3-in. oozing laceration on leg
  - D. woman who is 2 months pregnant, partial-thickness burn on forearm
3. A nurse-manager appropriately behaves as an autocrat in which situation? ?
  - A. planning vacation time for staff
  - B. directing staff activities if a client has a cardiac arrest
  - C. evaluating a new medication administration process
  - D. identifying the strengths and weaknesses of a client education video
4. A nurse manager has identified a problem on the nursing unit and holds unit meetings for all shifts. The nurse manager presents an analysis of the problem and proposals for actions to team members and invites the team members to comment and provide input. Which style of leadership is the nurse manager specifically employing? ?
  - A. situational
  - B. laissez-faire
  - C. participative
  - D. authoritarian
5. A nurse manager has implemented a change in the method of documenting nursing care. A licensed practical nurse (LPN) is resistant to the change and is not taking an active part in facilitating the process of change. Which of the following would be the best approach in dealing with the LPN? ?
  - A. ignore the resistance

- B. tell the LPN that the registered nurse will do all of the documentation
  - C. confront the LPN, and encourage verbalization of feelings regarding the change
  - D. tell the LPN that she must comply with the change
6. The nurse manager has implemented a change in the method of the nursing delivery system from functional to team nursing. A nursing assistant is resistant to the change and is not taking an active part in facilitating the process of change. Which of the following is the best approach in dealing with the nursing assistant? ?
- A. exert coercion with the nursing assistant
  - B. provide a positive reward system for the nursing assistant
  - C. Ignore the resistance
  - D. confront the nursing assistant to encourage verbalization of feelings regarding the change
7. The nurse manager implements new processes to decrease the incidence of central IV line infection. What is the best indicator that the measures have resulted in improved outcomes?
- A. a survey of the unit's nurses indicates perceived improvement in results
  - B. a total decrease in the number of central line IV line infections on the unit has been identified
  - C. retrospective chart audits for infection rate show improvement in clients with central line IV lines
  - D. comparison of total number of IV sets used between the two time periods has shown a decreased in IV sets used
8. A nurse manager is planning to implement a change in the method of the documentation system for the nursing unit. Many problems have occurred as a result of the present documentation system, and the nurse manager determines that a change is required. The initial step in the process of change for the nurse manager is which of the following?
- A. plan strategies to implement the change
  - B. set goals and priorities regarding the change process
  - C. identify the inefficiency that needs improvement or correction
  - D. identify potential solutions and strategies for the change process
9. The nurse-manager meets with a staff nurse to evaluate performance after a 6-month probationary period. As part of the evaluation process, the nurse-manager would ask the staff nurse to ?
- A. accept the nurse-manager's evaluation by signing in agreement
  - B. contribute a self-evaluation and suggested areas for future growth
  - C. have peers vouch for his or her performance

- D. give her perception of how the manager is performing
10. The nurse-manager notes an unacceptable rate of falls on the unit. Hourly rounds by nursing staff are initiated. What is the best method to determine that the change has made a difference?
- A. Scores on client satisfaction surveys
  - B. surveys on staff's perception of the effectiveness
  - C. comparing fall rates after the rounds are initiated
  - D. documentation that the rounds are completed as scheduled
11. The nurse on the hospital quality improvement team has been asked to evaluate nursing care on the nurse's assigned unit. After deciding to ask the nursing staff for assistance in this effort, what would be most appropriate for the nurse to initially ask the staff to do? ?
- A. track the number of supplies used by the clients on the unit
  - B. document the time spent on direct client care
  - C. administer a client and family satisfaction survey
  - D. assess clients and report acuity daily
12. The nurse working in an acute care environment would utilize which strategies to reduce the risk of malpractice litigation? Select all that apply. ?
- A. maintain expertise in practice
  - B. report unsafe staffing levels to supervisor
  - C. Both A & B
  - D. None
13. A nursing student is developing a plan of care for a client with a chest tube that is attached to a Pleur-Evac drainage system. The nurse intervenes if the student writes which incorrect intervention in the plan? ?
- A. position the client in semi-fowler's position
  - B. add water to the suction chamber as it evaporates
  - C. tape the connection sites between the chest tube and the drainage system
  - D. instruct the client to avoid coughing and deep breathing
14. On a busy med-surg unit, most of the nurses didn't turn up to work because of a strike of Matatu's, which prevented most of the staff members from getting to work. Only four nurses were able to get to work. What nursing care delivery system should be implemented in this situation?
- A. team nursing
  - B. primary nursing
  - C. functional nursing

- D. case management
15. A nursing shortage is defined as ?
- A. Understaffing of units.
  - B. The discrepancy between supply and demand for Nurses.
  - C. A lack of graduating nursing students.
  - D. A high turnover rate.
16. All of the following are true about strategic management EXCEPT:
- A. It involves establishing goals and setting targets.
  - B. It allows an organization to obtain and maintain a competitive advantage.
  - C. It includes only financial goals.
  - D. It requires implementation and evaluation
17. The statement “As a member of a progressive health care system, we deliver high-quality comprehensive services to the local and extended community with excellence, compassion and competence” is an example of which part of a strategic plan document: ?
- A. Executive summary
  - B. Background
  - C. Mission
  - D. Goals and strategies
18. The purpose and goal of strategic planning is ?
- A. Develop a mission or vision
  - B. Set objective
  - C. Develop strategies
  - D. All of the above
19. What determines the costs of services provided by nurses ?
- A. Budgets
  - B. Insurance companies
  - C. Costing out
  - D. Hospital administration
20. How does the Nurse Practice Act govern a nurse’s ability to make assignments?
- A. Assignments should take into consideration the nurses education and experience level

- B. The nurse should supervise the care given by nursing personnel for which they are administratively responsible.
- C. Sterile or invasive procedures should be assigned to or supervised by a registered nurse.
- D. All of the above

**SECTION B: SHORT ANSWER QUESTIONS**

1. Explain management as an economic resource (8 Marks)
2. Explain four benefits of an effective staffing function (8 Marks)
3. Explain the five (5) steps of Team development (10 marks)
4. Describe three (3) barriers to effective communication (6 marks)
5. Explain four (4) Leadership styles (8 marks)

**SECTION C: LONG ANSWER QUESTIONS (40 MARKS)**

1. Describe characteristics of Management (20 Marks)
2. Explain the Steps involved in Staffing Process (20 marks)