

CHUKA



UNIVERSITY

UNIVERSITY EXAMINATIONS

SECOND YEAR EXAMINATION FOR THE AWARD OF MASTER OF SCIENCE IN  
NURSING

NULM 812: NURSING LEADERSHIP AND MANAGEMENT

STREAMS: NURS Y4S1

TIME: 3 HOURS

DAY/DATE: FRIDAY 8/12/2017

2.30 P.M - 5.30 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 four (4) Questions. Answer Question ONE and any other TWO Questions.
- Number ALL your answers and indicate the order of appearance in the space provided in the cover page of the Examination answer booklet.

**SECTION I**

- (a) Conflict is inevitable where several departments or individuals are involved. State five (5) reasons why this is so. [5 Marks]
- (b) Outline five (5) principles you will observe while disciplining your staff. [5 Marks]
- (c) Recently, there has been a suggestion in your department that there is need to change the way duties are being organized to a different system. You have decided to involve the members of your department in decision making so that they can own up the system to be adopted. Briefly describe three (3) methods you would utilize in making this decision. [6 Marks]
- (d) State four (4) objectives of management labor relations. [4 Marks]
- (e) During staff performance evaluation, staff may be rated wrongly due to errors. Explain two (2) such errors that are likely to occur indicating how you will overcome each. [6 Marks]
- (f) Differentiate between upward and downward organizational communication systems. [4 Marks]

**NULM 812**

**QUESTION 2**

You have been appointed the new nursing services manager of Facility X. During your supervisory visits, you find that the work output is very low. Upon further investigation, you discover that this is due to low staff morale.

- (a) Describe utilizing appropriate examples how you will utilize Vroom’s Expectancy theory to motivate the staff. [12 Marks]
  
- (b) Discuss how motivation influences the quality of nursing care. [8 Marks]

**QUESTION 3**

Time is essential an resource among the four resources that the organization utilizes to get work done. However, unlike other resources, it cannot be saved rather than it should be managed well. One way of managing time is delegation.

- (a) Explain four (4) reasons why some managers may fail to delegate their work. [8 Marks]
  
- (b) As the nurse manager in charge, you are required to write an annual workload report. But because of competing tasks you have decided to delegate this task to one of your nurses. Describe the process you will go through. [12 Marks]

**QUESTION 4**

As a nurse manger, the nurses under you look upon you to provide leadership in different situations that may arise. The success of your organization will also be dependent on the leadership qualities that you exhibit.

- (a) Compare and contrast autocratic and democratic leadership styles. [12 Marks]
  
- (b) According to contingency theories, leadership style is the function of the situations. Discuss this statement giving appropriate examples. [8 Marks]

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