Model answer for Final Term Exam of Nursing Administration
4th Year 2nd Semester (2017-2018)
Cod: (NUR 401)

Date: 3 /6 /2018 **Time:** 3 Hours **Total Degree:** 80 Degrees **Pages:** 9 Pages

I. Multiple choice questions: (15 Marks)

1. ………………..The most effective leadership styles used centralized decision making.

    a. Laissez- faire.
    b. Democratic.
    c. Participative.
    d. <u>Autocratic</u>

2..………… Is the professional qualification of the head nurse.

    a. Financial qualification
    b. <u>Qualities for leadership role</u>
    c. Hold a diploma of science in nursing
    d. None of them

3.…………………. is disadvantage of computerized documentation.

    a. <u>Increase documentation time</u>.
    b. Increase legibility and accuracy.
    c. Enhance Statistical analysis of data.
    d. Enhance implementation of patient care.

4.…… Is strategy that attempting to resolve a conflict by identifying a solution that is partially satisfactory to both parties.

    a. Accommodating strategy.
    b. Avoiding or withdrawing strategy.
    c. Forcing strategy.
    d. <u>Compromising strategy.</u>

5. Clinical procedure and practice guideline is a type of:

      a. Structure standard.
      b. <u>Process standard.</u>
      c. Outcome standard.
      d. Clinical audit.

6. Personal qualifications criteria for selection of the nursing director are:

      a. Hold a bachelor in nursing.
      b. Four years recent clinical experience.
      c. Accepts self –improvement.
      d. <u>Social and economic knowledgeable</u>.

7. The evaluation record of nurse includes:

      a. Quality of performance.
      b. Relationship with patient and works.
      c. Achievement of self-development.
      d. <u>All of them.</u>

8. Daily shift report is considered one of the following communication channels:

      a. Downwards.
      b. Upward.
      c. <u>Diagonal.</u>
      d. Horizontal.

9. During the assessment phase of the nursing processes, the head nurse focuses on……..

      a. Planning patient care conferences.
      b. Validating the care plan.
      c. <u>Collecting and analyzing data.</u>
      d. Selecting nursing activities.

10. Translating the message into verbal and nonverbal symbols is……

      a. Decoding.
      b. Action.
      c. <u>Encoding.</u>
      d. Feedback.

11. The actual change occurs in the………….

     a.   Refreezing stage.

     b.   Unfreezing stage.

     c.   <u>Moving stage .</u>

     d.   Stabilization and self-renewal.

12. Staff performance appraisal done by ………….

     a.   Porters.

     b.   <u>Supervisors.</u>

     c.   Workers.

     d.   All the above.

13. The following are responsibilities of nursing director <u>Except:</u>

     a.   Assessment.

     b.   <u>Controlling.</u>

     c.   Implementation.

     d.   Evaluation.

14. Work factors of motivation include all the following <u>Except:</u>

     a. Leadership style.

     b. Peer relationships.

     c. Sufficient equipment.

     d. <u>Self-concept.</u>

15. Evidence based of policy making approach includes the following <u>Expect:</u>

     a. Review of existing research.

     b. Commission new research.

     c. <u>Means of evaluation.</u>

     d. Consults relevant experts.

II. True or false   (15 Marks)

Read the following statements carefully and circle the letter (T) if the statement is true and the letter (F) if the statement is false.

Statement	T	F
1. Performance changes are the most difficult and take the longest time.	**T**	F
2. Growth and development is an example of a planned change.	T	**F**
3. Block scheduling can be calculated easily and has flexibility.	**T**	F
4. Democratic leadership are more effective styles in different situations.	T	**F**
5. The communication process can be completed without feedback.	T	**F**
6. It is necessary for nursing director to have one year supervisory experience.	**T**	F
7. Time planned record made at the beginning of month.	**T**	F
8. Problem solving may or may not require action.	**T**	F
9. Certainty decision making condition is an ideal condition where few managerial problems occur.	**T**	F
10. No smoking at different department is consider hospital policy.	T	**F**
11. Lower level of management require more conceptual skills and less technical Skills	T	**F**
12. Nurse must document nursing care in the order.	**T**	F
13. Head nurse prepare long-term plans of the organization which are generally made for 5 to 20 years.	**T**	F
14. The matron who is knowledgeable of social issue affecting the health care practices.	T	**F**
15. Instruction used as means of upward communication.	T	**F**

III. Matching   (10 Marks)

Answer	Colum (A)	Colum (B)
E	**1.** Conflict	**A.** Is alteration to make something different.
g	**2.** Readiness	**B.** Routine problems that arise regularly and can be addressed through standard responses.
c	**3.** Collaborating	**C.** It is a highly cooperative and assertive method, with an effort to find a mutually and completely satisfactory solution.
F	**4.** Leadership Styles	**D.** A guideline that formalized by administrative authority and directs action to achieve some purpose
H	**5.** Regulation	**E.** A struggle or contest between people with opposing needs.
A	**6.** Change	**F.** The manner in which the leader influences the group member's behaviors in various situations.
i	**7.** Reward Power	**G.** There is willingness to use energy to explore new events.
J	**8.** Power	**H.** Policies that are developed at middle and first level position in an organization
B	**9.** Programmed decisions	**I.** The extent to which a manager can use extrinsic and intrinsic rewards.
D	**10.** Policy	**J.** Capacity of a person, team, or organization to influence others.

IV. Differentiate between   (12 Marks)

1. Departmental policies and financial policies (4 Marks)

Departmental policies	Financial policies
Are specific personnel policies that are applied only to a specific department or individual positions , e.g. nursing service department policies . ➢ Duty hours and its rotation . ➢ Reporting on and off duty . ➢ Nursing procedures . ➢ Type of uniforms . ➢ Staff education .	➢ Sources of capital budget . ➢ Uses of capital budget . ➢ Protection of capital budget . ➢ Distribution of earnings .

2. Internal and external change forces.   (5Marks)

Internal change forces	External change forces

Pressures for change within the organization, internal forces may be of two types:
    1- Employee problem:
 	
✓ *Productivity
✓ *Unmet needs
✓ *Participation/suggestions
✓ *Job dissatisfaction
✓ *Absenteeism and turnover
    2- Managers' behavior:
 	
✓ *Reward system
✓ *Conflict
✓ *Structural reorganization
    *Leadership
	Forces originating outside the organization that have a great impact on organizational change. Management has little control over these numerous external forces, external forces consist of four types, as follows:
	1. Demographic characteristics:
	
	✓ *Age, Education, Skill level, Immigration
	2. Market changes:
	
	✓ *Mergers and acquisitions
	✓ *Domestic and international competition
	3. Technological advancements:
	
	✓ *Office or product automation
	4. Social and political pressures:
	*Leadership/Values

3.   **Rational persuasion and Reward power**   **(3 Marks)**

Rational persuasion	Reward power
– The ability to control another person's behavior by convincing the other person of the desirability of a goal and a reasonable way of achieving it. – Much of a supervisor's daily activity involves rational persuasion.	– The extent to which a manager can use extrinsic and intrinsic rewards to influence other people. – Success in accessing and utilizing rewards depends on manager's skills.

V. <u>Short Answers</u>   **(18 Marks)**

1) <u>Mention (4) the main role of top level management</u>   **(2 Marks)**

1-Determines the objectives, policies and plans of the organization.

2-They prepare long-term plans of the organization which are generally made for 5 to 20 years.

3-They mobilizes (bring together) available resources.

4-They spend more time in planning and organizing.

5-The top level management has maximum authority , responsibility ,efficiency and decision making.

6- They are the top or final authority in the organization. They are directly responsible to the shareholders, government and the general Public.

2) <u>Determine (3) types of policies</u>   **(1.5 Marks)**

      1- Personnel policies .
      2- Departmental policies .
      3- Financial policies**.**

3) <u>Enumerate (4) objectives of time scheduling</u>   **(2 Marks)**

1. To ensure patient care without over – staffing or understaffing.
2. To know well in advance what individual schedules are.
3. To achieve balanced distribution of days off .
4. To treat fairy individual members in her distribution .

5. To maximize the use of nursing staff power and to optimize the use of professional expertise .
6. To satisfy personnel both as to work hours and as to perceive sense of equity.
7. To consider the unique needs of the staff as well as the patient .

4) List (2) accreditation benefits   (1 Marks)

1. Increases competitiveness of accredited units.
2. Facilitates international recognition of diploma.
3. Improves orientation for student , employers and society.
4. Stimulated quality improvement of forts in institutions.

5) List (5) Factors affecting nurse's communication   (2.5 Marks)

1. Past Experience
2. State of Health
3. Home Situation
4. Workload
5. Staff Relations

6) Mention(5) characteristics of an evaluation tools   (2.5 Marks)

*Based on the mission and objectives: we need to ensure that the performance management process guides our employees toward achievement of the company's mission and objectives over time.

*Acceptable and feasible: acceptability means that the use of the measure is satisfactory or appropriate to the people who must use it, However, in performance appraisal, this isn't enough. Acceptability must include whether or not the evaluation tool is feasible.

* Utility : The tool is actually useful in promoting change in employee behavior .

* Simplicity : it is easy to use , not requiring complicated procedure .

* Validity : is the degree to which a tool measures what it intends to measure , i.e. it reflects the key job requirement ; so as to measure the performance of tasks included in employee job description .

* Discrimination : the tool should be capable of discriminating among individuals according to their performance .

* Event – oriented : real behavior not employee traits comprise the items

* Appropriate weighting : the tool balances categories on the basis of their importance .

* Reliability : concerns stability and consistency of results when used for a series of measurements or used by different evaluators .

* Objectivity : is the ability to remove emotionally from a situation so as to consider the facts without distortion by personal feelings .

7) List (4) characteristics of verbal communication (2 Marks)

1. *Brief*
2. *Clear*
3. *Paced appropriately*
4. *Effective toned*
5. *Relevant*
6. *Well – timed*

8) Explain (5) decision making process (2.5 Marks)

Step *1: Identify, define and structure the problem, issue or situation*
Step 2: *Identify and analyze alternative courses of action, and estimate their effects on the problem or opportunity.*
Step 3: *Choose a preferred course of action.*
Step 4: *Implement the preferred course of action.*
Step 5: *Evaluate the results and follow up as necessary.*

9) Enumerate (4) Purposes of performance appraisal (2 Marks)

Determining salary standard and salary increases and / or awarding merit increases .

- Selecting qualified individuals for promotion and / or transfers .
- Demoting or terminating employment due to unsatisfactory performance .
- Providing career development by identifying career aspirations and setting realistic career objectives .
- Motivating personnel toward higher achievement by providing feedback of job – related strengths and weaknesses and by encouraging the need to meet organizational standards .
- Improving performance by examining and encouraging better interpersonal relationships among group members (communication).
- Aiding manager's coaching and counseling to help the employee overcome performance deficiencies .
- Determining training and development needs of nurses

VI. Discuss the following: (10 marks)

The following three scenarios of different leadership styles used in some departments in Benha University Hospitals.

1. The head nurse for surgery unit starts every day by telling the staff nurses what has to be done and how to do it.

2. Quality control unit has supervisor let their staff alone and, hospital management are expected to have the correct staffing, procedures, and expertise on each shift to ensure no defective parts gets pass them.

3. At small department the staff nurses perform the same functions every day, and the supervisor get order and send it by email and focus on task oriented, very rarely is a meeting called.

Read it carefully and answer all questions:

A- What is the leadership style was used in each scenario?

(3 Marks)

1… Democratic leadership
2…… Laissez- faire leadership
3…… Autocratic leadership

B- Discuss what is the characteristics affecting choice of leadership style?

(5 Marks)

Leader Characteristics " enough 2 point"

- ❑ **Values**
- ❑ **Extent of power .**
- ❑ **Confidence in employees**
- ❑ **Leadership Strengths**
- ❑ **Tolerance for ambiguity**
- ❑ **Feeling of security in uncertain situations**
  Subordinate Characteristics " enough 2 point"
- ❑ **Size of the group .**
- ❑ **Degree of maturity .**
- ❑ **Commitment to a common goal .**
- ❑ **Readiness to chare in decision making.**
- ❑ **Need for independence**
- ❑ **Readiness to take responsibility**
- ❑ **Tolerance for ambiguity**

- ❑ **Interest in the problem**
- ❑ **Knowledge & experience**
- ❑ **Expectations**

   <u>**Situation Characteristics**</u> **'' enough 2 point''**
- ❑ **Type of organization**
- ❑ **Effectiveness of group**
- ❑ **Problem or task**
- ❑ **Time available**

C- What is the best leadership style and why?

No one is best <u>Different styles are effective In different situations</u>

(2 Marks)

Good Luck

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