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Model Answer of Final Term Exam of Nursing Administration

Department: Nursing Administration Academic Year: Fourth Year
Course Name: Nursing Administration Code: NuR401 Term: Second semester
Date: 19/6/2019 Time: 3 hours Total Degree: 80 Pages No.: 9

Answer all the following questions:

Check the best answer

I- Multiple Choice Questions: (٢٠ Marks)

1. Assignment record is a type of:
 - a. Upward communication
 - b. Downwards communication**
 - c. Diagonal communication
 - d. Horizontal communication
2. The guidelines for action that apply only to a departments are:
 - a- Financial policies
 - b- Personnel policies
 - c- Regulations**
 - d- Rules
3. Transactional leadership is based on:
 - a. Maturity of the leader and followers
 - b. Size of the leader and followers
 - c. Social interaction between the leader and followers**
 - d. Psychological status of the leader and followers.
4. The extent to which a manager administer punishments to influence other people is:
 - a- Reward power.
 - b- Coercive power.**
 - c- Legitimate power.
 - d- Process power.
5. The Responsible for management of all nursing service department is:
 - a- Head nurse
 - b- Nurse
 - c- Nursing matron**
 - d- Nursing leader

6. **The forms of induction training include:**
 - a. Job Orientation
 - b. **Mentorship**
 - c. In service education
 - d. Training for special function
7. **The actual change occurs in the.....**
 - a. Refreezing stage
 - b. Unfreezing stage
 - c. **Moving stage**
 - d. Stabilization and self renewal
8. **A pattern that repeats itself regularly in scheduling plan is:**
 - a. Block scheduling
 - b. **Cyclic time scheduling**
 - c. Computerized scheduling
 - d. Mixed scheduling
9. **The conflict that occurs between head nurse and nurses, and frequently concerns policy and power is:**
 - a- **Vertical conflict**
 - b- Horizontal conflict
 - c- Interpersonal conflict
 - d- Intergroup conflict
10. **One of the qualities that define a leader who uses laissez- faire is:**
 - a. Involves the group in planning and decision making
 - b. **Puts the responsibility of decision making to others.**
 - c. Provides autonomy and self- motivation to her members.
 - d. Promoting motivation and creativity.
11. **Informing nurses about the decisions which are taken by the management is the responsibility of**
 - a. Middle management level
 - b. Top management level
 - c. **First management level**
 - d. All of them
12. **Professional qualifications include human, conceptual, technical, political, analytical and.....skills**
 - a. Personal
 - b. Technological
 - c. **Communication**
 - d. Management

13. The authority which deals with the original source from which one derives the right to take actions is:
- Ultimate authority**
 - Legal authority
 - Technical authority
 - Operational authority
14. Intrinsic motivation include :
- Working conditions
 - Supervision
 - Responsibility**
 - Benefits
15. The change agent should:
- Confirm the need for change out of personal interest.**
 - Leave the problem to try to solve it with time from other people.
 - Scaling up communication channels for information exchange.
 - Avoid the continuity of change in the case of resistance of personnel.
16. Typical criteria for evaluating alternatives include:
- Benefits and Costs**
 - Managers need nurses willingness
 - Ethical insoundness
 - Nurses willingness
17. Translating the message into verbal and non-verbal symbols is
- Encoding**
 - Decoding
 - Action
 - Feedback
18. Group of nursing manager planning for granted nurses it is called:
- Intrapersonal Communication
 - Interpersonal communication
 - Small Group communication**
 - One-to-group communication
19. In developing scheduling plan for nurses, A day off should be considered:
- Before a night on duty
 - After a night on duty
 - Before and after a night on duty**
 - At any time
20. Used to eliminate areas for conflict is:
- Rules
 - Policy**
 - Regulation
 - Standard

II- True and 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.

No	Statement	T	F
1	Instruction used as means of upward communication	T	<u>F</u>
2	Short term plans of the organization are generally made for 5 to 20 years	T	<u>F</u>
3	Change may be occurred accidental or proactive.	<u>T</u>	F
4	Programmed decision involves routine problems that arise regularly.	<u>T</u>	F
5	Reliability is the degree to which a tool measures what it intends to measure	T	<u>F</u>
6	The manager focuses on the people who do the job	T	<u>F</u>
7	leadership is seeking order and control	T	<u>F</u>
8	In traditional organization pattern, the head nurse responsible for most of the unit activities	<u>T</u>	F
9	Forcing or competing strategy used when quick, decisive action is vital	<u>T</u>	F
10	The evaluation aims to improve nurses performance rather than to threaten or punish the nurses for performance inadequacy	<u>T</u>	F
11	Nursing experience is necessary at dialysis unit	<u>T</u>	F
12	Authority is a personal quality while power is mostly vested in the position	T	<u>F</u>
13	In authoritarian style of leadership the nurse manager provides guidance to the staff nursing.	T	<u>F</u>
14	Top level managers require more conceptual skills and less technical skills	<u>T</u>	F
15	On duty conference head nurse hold at the beginning of the work shift with nursing staff	<u>T</u>	F

III- Matching (10 Marks)
Part 1

Answer	Colum (A)	Colum (B)
D	1. Accommodating or smoothing:	A. Cooperating with the other party to understand their concerns and expressing your own concerns in an effort to find a mutually and completely satisfactory solution.
B	2. Compromising or negotiating:	B. Attempting to resolve a conflict by identifying a solution that is partially satisfactory to both parties, but completely satisfactory to neither.
E	3. Avoiding or withdrawing:	C. Using formal authority or other power that you possess to satisfy your concerns without regard to the concerns of others.
A	4. Collaborating:	D. Allowing the other party to satisfy their concerns while neglecting your own.
C	5. Forcing or competing:	E. Not taking any action to resolve conflict.

Question	1	۲	۳	۴	۵
Answer	D	B	E	A	C

Part ۲

Answer	Colum (A)	Colum (B)
C	1. Centralized scheduling	A. process of choosing a course of action for dealing with a problem or opportunity
E	2. Problem solving	B. The right to command and extract work from employees
D	3. Readiness	C. One person in the nursing administration office plans scheduling coverage for all nursing units
B	4. Authority	D. Is willingness to use energy to explore new events.
F	5. Objectivity	E. The overcoming obstacles in the path toward an objective
		F. The ability to remove emotionally from a situation

Question	1	۲	۳	۴	۵
Answer	C	E	D	B	F

IV- Short Answers (10 Marks)

1- List (3) types of nursing conference

(1.5 Marks)

1. Direction – giving conference (on duty) .
2. Patient centered conference .
3. Content conference .
4. Reporting conference (off duty) .
5. General problem conference .

2- Enumerate(3) lines of unit manager relationship to head nurse(1.5marks)

1. Subordinate relationship of the head nurse
2. Peer relationship to the head nurse
3. Superior relation to the head nurse

3- List (4) of training policy

(2 Marks)

1. Purpose of training .
2. Type of training needed .
3. Time and place for conduction training .
4. Authorized scope of training program .
5. Administration and scheduling of the training program .

4- List (3) developmental purposes of performance appraisal (1.5 Marks)

1. Providing career development by identifying career aspirations and setting realistic career objectives .
2. Motivating personnel toward higher achievement by providing feedback of job – related strengths and weaknesses and by encouraging the need to meet organizational standards .
3. Improving performance by examining and encouraging better interpersonal relationships among group members (communication).
4. Aiding manager's coaching and counseling to help the employee overcome performance deficiencies .
5. Determining training and development needs of nurses .

5- List (4) objectives of staff development

(2 Marks)

1. To increase employee productivity.
2. To ensure satisfactory job performance by personnel.
3. To orient the personnel to care objectives, job duties, personnel policies, and agency regulations.
4. Help employees cope with the new practice role.

5. Help nurses to close the gap between present abilities and the scientific basis for nursing practice that is broadened through research.
6. To ensure safe and effective patient care by nurses.

6- List (3) Subordinate characteristics that affecting choice of leadership style (1.5 Marks)

- Size of the group .
- Degree of maturity .
- Commitment to a common goal .
- Readiness to share in decision making.
- Need for independence
- Readiness to take responsibility
- Tolerance for ambiguity
- Interest in the problem
- Knowledge & experience
- Expectations

V- Differentiate between the following:(15 Marks)

1. Personal and work factors that affecting motivation(5 degree)

Personal factors	Work factors
<p>1. Health status: motivation requires physical and psychomotor energy.</p> <p>2. Self – concepts: A person's perception of his / her capabilities influences that person's motivational capacity.</p> <p>3. Relationships: The quality of meaningful relationships can influence an individual's motivation.</p> <p>4. Financial status: Money is a powerful motivator. Sufficient income to meet what individuals perceive as their needs is necessary.</p> <p>5. Opportunities available: When the</p>	<p>1. Leadership style: Using leadership style appropriate to specific situations and staff members ' experience levels is a positive motivator.</p> <p>2. Peer relationships: Dissatisfying peer relationship can result in job dissatisfaction and resignations.</p> <p>3. Organization: Adequate staff members, sufficient equipment and available supplies affect motivation.</p>

opportunity to learn and grow in the work situation is lacking motivation is stifled. When people are presents with achievable challenge in their work, they are motivated to raise to the occasion.

2- Rational persuasion and Reward power.

Rational persuasion	Reward power
<ul style="list-style-type: none"> ➤ 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. 	<ul style="list-style-type: none"> ➤ 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. ➤

1. Positive and negative aspects of conflict

Positive aspects of conflict	Negative aspects of conflict
<ul style="list-style-type: none"> ➤ Develop a heightened sensitivity to problems. ➤ Stimulate new facts and data, and recognize legitimate differences within an organization or among colleagues. ➤ A powerful motivator to work together as a group. 	<ul style="list-style-type: none"> ➤ It is very stressful to individuals. ➤ It may lead to aggressive behavior. ➤ Increased turnover and absenteeism, ➤ Reduced coordination and collaboration. ➤ Persistent conflict at work is detrimental to the work climate and negatively affects individual's physical and psychological well-being.

VI- Essay: (10Marks)

At Benha University Hospital the General Hospital Board decides to replace patient paper file with electronic documentation during one year. The nurse manager meet group of nurses who are refusing this change and rationalizing that they are satisfied with paper files

- In the light of following situation, answer this question:

1- The most suitable change strategy that used in this situation should beand clarify why? (3 Marks)

1- Power - coercion strategy:

Use official authority and the rewards and punishments as incentives to create change. Individuals respond for fear of sanctions or a desire to get the rewards.

2-Explain why nurses resisting change (3 Marks)

There are several reasons for resistance to change among them, for example:

- Insecurity and a sense of danger and fear of change with the change of routine-based.
- Fear of not being able to implement the change.
- Not feeling the benefits of the change and the increased workload as a result of the change.
- Fear of loss social relations.
- Fear of losing power.
- Lack of understanding the change and the inability to implement it.
- Mistrusting programs change and the belief in the futility of change
- Not realistic change programs.
- Fear of losing bonuses.
- Inability to choose the right time to make a change, because of the lack of preparation of personnel to accept this process.
- Older people tend to resist change more than younger people. This is because older people have generally invested more in the current system

**3-Discuss the role of the nurse manager to overcome resistance to change
(4 Marks)**

- Make contact with employees to explain the process of change to prepare them well to change .
- Senior management support for the programs of change.
- Staff participation in the process of change.
- Rewards and bonuses were distributed to each of the applied change plans.
- Providing material and human resources to the change process.
- Motivate and encourage change agents.
- Prepare for resistance to conflict in a positive way.
- Build skills and strengthen the ability to learn.
- Confirmation from sharing the majority of workers.

Good Luck

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