## Model answer for final examination

**Department: Nursing Administration**
**Academic year: Fourth Year          Term: First term/2015**
**Course name: - Nursing Administration   Code:  (NUR 401) paper number(8)**
**Date: 17-1-2015     Time: (3) hours     Total Degree: (80) degrees**

## I- Multiple choice questions:                                  ( 10 marks)

**1- A documentation method that requires the nurse to document only deviations is:**

a. Source oriented charting.
b. Problem oriented charting.
c. Focus charting.
d. <u>Charting by exception</u>.

**2- Which type of conflict management strategies is described as using formal authority?**

a. Avoiding.
b. Accommodating.
c. <u>Competing.</u>
d. Compromising.

**3- The process of observing ongoing employee actions using computers or other nonhuman methods:**

a. Ranking
b. <u>Electronic Monitoring</u>
c .Central tendency error
d. paired  comparison

**4-One of the uses of hospital policy manual is:-**

a. Improving communication among personnel
b.<u>Orienting new nurses</u>
c.Guiding in case  of unfamiliar procedure
d.Controlling hospital cost

**5- An example for professional policy is:-**

a. Visiting hours
b. Vacations of personnel
c. Narcotic regulation
d. None of them

**6- Consideration when making cyclic time scheduling:**

a. Proper number and mixes of personnel
b. Decrease continuity of care
c. Salaries
d-None of them

**7- The following are mistakes by the head nurse done during performance appraisal except :**

a. Halo effect
b. Horns effect
c .Central tendency error
d. Paired comparison

**8- When the head nurse provide instruction bout uses of new ventilator to nurses uses**

b. Diagonal communication
c. Horizontal communication
d. Upward communication
e. Downwards communication

**9- Which of the following item is NOT related to physical barriers of communication?**

a. Staff location
b. Staff shortage.
c. Lack of supervision
d. Technology equipment

**10- Problem- oriented record includes information about the following Except:**
a. Emphasizes goal directed care.
b. Facilitate the communication.
c. Data base.
d. Specific case situation.

In general hospital follow three shifts system, medical ward  , its capacity is 30 bed ;  the occupied beds are 20 beds;  8  of  them are diabetic patients with no restriction of activity;  and 6 of  them are one day postoperative patients while the other 6 patients are comatose patients .

**1- One day postoperative patients are:**

a- Self-care patient.
b- Minimal care patient.
c- Intensive care patient.
d- Modified intensive care

**2- The time required to do care  for all  diabetic patient is:**

a- 7-8hrs/ day / patient
b- 8-16 hrs/ day / patient.
c- 10-14 hrs/ day / patient.
d- 9-14 hrs/ day / patient

**3- The number of nurses needed to do care  for all  diabetic patient  is:**

a- 7-8 nurses
b- 3-4 nurses.
c- 10-14 nurses.
d- 1-2 nurses.

**4- The best method of delivery system  to provide care for comatose patients is**

a- Case method
b- Function method
c- Case and function method
d- Function and team method

**III- True or false**          **( 6 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- Content conference is considered as staff development tool | **T** | |
| 2- Decentralized scheduling Planned by the head nurse in the unit. | **T** | |
| 3- Patient classification is used to determine the degree of patients dependency. | **T** | |
| 4- Manger is power with people rather than over people. | | **F** |
| 5- Following the lines of authorities is important factor of grapevine communication | | **F** |
| 6- The key of time management is setting priorities | **T** | |

**IV- List :**          **( 15  Marks)**

**1- List (three) functions of the staff nurse in planning phase**

1. Plans and develops objectives.

2. Plans ways to solve problems and improve nursing care in the units with cooperation of head nurse.

3. Completes a written nursing care plans for all assigned patient

**2- Enumerate (six) techniques for building power**

1-Expand personal resources by:

- Self awareness الوعي الذاتي .

- Vitality حيوية

- Resilience مرونة

- Mental and emotional strengthعقلانية وقوة عاطفية

- The ability to take risks . القدرة على تحمل المخاطر.

- building resources in any of these areas will increase personal power

2. Present a powerful picture to others

3- Determine the powerful in the organization : Understanding and working within both the formal and informal power structure is necessary.

4- Learn the language and symbols of the organization:

4. Learn how to use the organization's priorities.

5. Increase professional skills and knowledge.

6. performance must be extraordinary to enhance power.

8- Maintain a broad vision.

9-Use experts and seek counsel:

10- Be flexible.

11- Empower other

## 3- List ( four ) types of nursing conferences

-Direction- giving conference (on duty)

- Patient- centered conference.

- Content conference

- reporting conference (off duty)

-General problem conference .

## 4- State (three) types of authority

1-Traditional authority

➤ Resting on an established belief in the sanctity of traditions and the legitimacy of exercising authority under them.

2-Rational-legal authority

➤ Resting on the belief in the "legality" and rights of those elevated to authority with right to make rules and issue commands.

➤ Is generally grounded in the legal system of the state or formal organizational structure (rules)

3. Charismatic authority

➤ Resting on devotion, heroism or character of an individual.

➤ Is generally found in leaders who capture the public's imagination or devotion or both.

### 5- Mention (four) aims of the appraisal interview

- Discuss the employee job performance in the last period .

- Obtain acceptance from the employee that the assessment is correct and fair.

- Attempt to get an understanding of the employee's problems and difficulties in his work environment .

- Motivate the employee to cooperate in helping to highlight his / her strengths , which can be built upon , and his / her weakness that need correction .

- Reach agreement on action to be taken to improve job performance

### 6- Identify (eight) how to handle paper overload by the nurse manager

➢ 1-Adequate filling system by keeping correspondence organized in easily retrievable files.

➢ 2-Increase ways of computerization and electronic mail to reduce the paper trial and to increase response time.

➢ 3-Create system of file folders or envelops for sorting incoming papers by urgency & importance.

➢ 4-Throw away things that are no longer valuable.

➢ 5-Delegate paper tasks.

➢ 6-Combine or eliminate routine forms.

➢ 7-Handle papers only once and clear the dek for action.

➢ 8-The manager should know what to keep and what to throw away.

### 6- Enumerate (two) clerical responsibilities of head nurses

a.   Transcribing medical prescriptions .

b.  Assembling clinical records .

c.  Preparing administrative reports .

d.  Handling telephone messages .

e.  Reception of visitors , messages and staff from other departments

## VI- Differentiate between the following                    (25 Marks)

### 1- Power and Authority.

| Power | Authority |
|---|---|
| 1- Ability : it is the ability of an individual to effect and influence. | 1- Right: it is the right to command and extract work from employees. |
| 2- Leadership: it is generally associated with leadership. | 2- Manager ship: it is vested with manager. |
| 3- Board: it is a broader concept and includes authority also in some sense. | 3- Narrow: it is narrow concept. A manager may have considerable authority but still may be powerless. |
| 4- Tow faces: it has negative and positive faces. | 4- It do not have any such distinct faces. |
| 5- Personal: power is a personal quality. | 5- Positional: it is mostly vested in the position. |
| 6- Both formal and informal | 6- formal |
| 7- No such balancing factor | 7-Authority & responsibility are Coextensive & balance each other |
| 8- Power flows in all directions | 8- Down flowing concept |

### 2- Personal and work factors that affecting motivation.

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

## 3- Authoritarian and consultative leadership style.

| Authoritarian leadership style | consultative leadership style |
|---|---|
| **1- Autocratic leadership style : ( Directive or authoritarian ) :-** <br> In which there are a maximum control for the leader with minimum freedom for the group members . <br><br> **Leader in this style :** <br> • Make all work related decision and order subordinate to carry them out (centralized decision making ) . <br> • Uses minimal group participation , may listen to his subordinate's direction but is \not influenced by them . <br> • Puts high concern for task accomplishment and low concern for people who perform the task (task oriented) <br> • Uses the effort of employees to the best possible advantage without regard to their interests. <br><br> **Advantage of Autocratic leadership style** <br> • Less time consuming for decision making in emergency situations or crisis . <br> • Useful when group member are inexperienced and the leader is the one who has information and skills . <br> **Disadvantage of Autocratic leadership style** <br> • Does not encourage individual initiation or cooperation between group members. <br> • Emphasizes negative reinforcement, top-down communication . <br> • Gives feedback to members in the form of personal praise or criticism . <br> • Exercise power, firm personality, insistent, self-assured, highly directive . | **2- Democratic leadership style** <br> **( Participative, consultative )** <br><br> **In this style, the leader:-** <br> • Values the individual characteristics and abilities of each subordinates. <br> • Interact openly and friendly with people . <br> • Use two way communication (upward and down ward communication ) <br> • Work through people by suggestions not by order . <br> • Give feedback to the members in a factual and objective manner about the work . <br><br> **Advantage of Democratic leadership style** <br> • Permits and encourages all employees to participate in decision making . <br> • Greater commitment of the employees to their work, so it increases job satisfaction and productivity . <br> • Decision made by the group are more effective . <br><br> **Disadvantage of Democratic leadership style** <br> Lack of efficiency when group members are lacking maturity and skills <br> Time consuming for taking decision |

## 4- Ranking and Performance checklist Method of appraisal

| Ranking Method | Performance checklist |
|---|---|
| In this method , the appraiser evaluates employees by ranking them from best to worst on each performance dimension being considered .<br><br>In its simple form , the supervisor makes a list with the best employee at the top and the worst at the bottom , then chooses the next highest and the next lowest , alternating between highest and lowest until all the employees to be rated are ranked<br><br>**Advantages** :<br><br>- It is a simple method .<br><br>**Disadvantages** :<br><br>- Although it is simple , it is very subjective .<br><br>- It is difficult to define who is better than whom .<br><br>- It fails to indicate whether the person receiving the better rating is " good enough " in absolute sense .<br><br>- It has very limited application and could not be used for the majority of purposes . | It consists of performance criteria for the most important tasks in the employee's job description . The manager or the rater assesses the presence or absence of desired characteristics or behavior .<br><br>It is usually evaluated by the staff personnel department not the manager doing the checklist ; so the rater does not evaluate the employee's performances , he / she merely records it and the personnel department often weighting the factors in relation to their importance ( score the checklist ) .<br><br>The final evaluation then can be returned to the rating manager for discussion with the employee or someone from the personnel department provides the feedback .<br><br>Advantages :<br><br>- Checklist reduce some bias since the rater and scorer are different .<br><br>- Useful in teaching nursing procedures .<br><br>- Efficient in evaluating large number of the staff .<br><br>Disadvantages :<br><br>- It does not indicate the frequency or the degree to which the behavior occurs<br><br>- If needs time and effort to develop a valid checklist tool . |

## 5- Internal and External time wasters

| Internal time wasters | External time wasters |
|---|---|
| are those activities over which the nurse managers have direct control and they are:<br><br>1) poor planning.<br><br>2) ineffective communication.<br><br>3) failure to set goals & objectives.<br><br>4) inability to delegate.<br><br>5) inability to say no.<br><br>6) management by crisis.<br><br>7) haste.<br><br>8) indecisiveness.<br><br>9) open door policy.<br><br>10) procrastination. | 1)Telephone interruptions,<br><br>2) socializing,<br><br>3) meeting,<br><br>4) poor communication,<br><br>5) lack of feedback,<br><br>6) lack of unclear policies and procedures,<br><br>7) incompetent coworkers,<br><br>8) poor filling system,<br><br>9) lack of information,<br><br>10) paper work. |

## VI. Discuss the following:                                    ( 20marks )

You are supervisor of medical department, and have just returned from vacation, employees are coming to tell you that (3) employees have been involved in a heated battle, and have been taking their stress out on each other (they used to be good friends). The three employees perform a vital function in the department, and since their conflict, they have not fulfilled their job responsibilities as they used to do in the past and their productivity is going down.

### a. What is the first thing you would do?

Try to know why does conflict occur?

1- Stressful working conditions
2- Lack of Cooperation
3- Misunderstanding, lack of information; different interpretations of same information.
4- Role incompatibility and role ambiguity
5- Personal Clashes ' Differences in values and beliefs'
6- Poor Communication

7- Fear
8- Expectation" Assumptions"
9- Frustration" Emotions, selfishness.
10-Responsibility Issues
11- Different Knowledge
12- Competition for limited resource
13- Power structure within the organization
14- Crowded space
15- Unresolved conflict

**b. What types of strategies might you take to assist in resolving the conflict?**

**(1) Collaborating " _I win, you win_":**

- It is a highly cooperative and assertive method.
- Describing as Owls; highly value their own goals and relationships. They view conflict as a problem to be solved and to seek solution that achieves both their goals and the goals of the other person. Owls see conflicts as a means of improving relationships by reducing tensions between two persons.

**c. What can you do in the future to help alleviate these types of conflict?**

1. **Frequent meeting of your team**
2. **Allow your team to express openly**
3. **Sharing objectives**
4. **Having a clear and detailed job description**
5. **Distributing task fairly**
6. **Never criticize team members publicly**
7. **Always be fair and just with your team**
8. **Being a role model**

## GOOD LUCK

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