



Umanand Prasad School of Medicine & Health Sciences

Department of Nursing

Semester 1, 2026

FINAL EXAMINATION PAPER

**BNSC306: LEADERSHIP, NURSING
ADMINISTRATION AND MANAGEMENT**

Important Instructions to Students:

1. Read the questions, instructions carefully and answer the questions.
2. You are allowed an **extra 10 minutes reading time** (during this time, you are not allowed to write with pen) and **180 minutes (3 Hours) to complete this paper**.
3. Write all your answers in the answer booklet provided. If you need extra sheets, please ask from the supervisor. Write your name, course code and student identification number in the answer sheet.
4. This paper contains six (6) sections A, B, C, D, E and F. All questions are compulsory to answer **except** section A which has choices.
5. This final examination is worth 132 marks which **contributes to 40%** of the total course assessments. Students must score **at least 20%** in this final examination to pass the course.
6. Write all your answers legibly on the answer sheet.
7. This is a **Closed Book Examination**. The University views plagiarism, cheating and dishonest practice as serious offences and if found, offenders are penalized.

Examination Paper Content (Format):

<u>Section</u>	<u>Question</u>	<u>Content</u>	<u>Marks</u>	<u>Suggested Time</u>
A	1 - 12	Multiple Choice	12	15
B	13 - 17	True & False	5	7
C	18 - 22	Matching	5	7
D	23 - 34	Short Answer Questions	44	58
E	35 - 38	Long Answer Questions	44	58
F	39 - 41	Essay questions	22	35
		TOTAL	132	180 minutes

SECTION A: MULTIPLE CHOICE QUESTIONS

(12 marks)

QUESTIONS:1- 12

For each question select the most appropriate answer.

1. Which leadership style is most effective in emergency situations in nursing?
 - A. Transformational.
 - B. Laissez-faire.
 - C. Democratic.
 - D. Autocratic.

2. Which management concept primarily involves aligning tasks, roles, and resources to ensure effective operation?
 - A. Planning
 - B. Organizing
 - C. Decision-making
 - D. Leading/Directing

3. Which of the following is a key function of management in nursing?
 - A. Planning and organizing resources.
 - B. Building personal relationships.
 - C. Encouraging creativity only.
 - D. Inspiring staff emotionally.

4. What is the primary goal of quality management in healthcare?
 - A. Increase workload.
 - B. Maintain hierarchy.
 - C. Reducing staffing costs.
 - D. Improve patient outcomes.

5. A nurse leader encourages team participation in decision making. Which style of leadership does this reflect?
 - A. Autocratic.
 - B. Democratic.
 - C. Laissez-faire.
 - D. Transactional.

6. Delegation in nursing management is best described as _____
 - A. assigning tasks while retaining accountability.
 - B. transferring responsibility and accountability.
 - C. assigning tasks without supervision.
 - D. avoiding responsibility.

7. Which leadership quality is essential for effective team building in nursing?
- A. Emotional intelligence.
 - B. Poor communication.
 - C. Dominance.
 - D. Rigidity.
8. Which factor most influences effective delegation in nursing?
- A. Patient preference only.
 - B. Manager's authority.
 - C. Staff competence.
 - D. Nurse's mood.
9. What is the role of a nurse leader in change management?
- A. Facilitate and support change.
 - B. Delegate all responsibilities.
 - C. Ignore staff concerns.
 - D. Resist change.
10. Which of the following is an example of a transactional leadership approach?
- A. Providing rewards for performance.
 - B. Encouraging creativity.
 - C. Inspiring motivation.
 - D. Building vision.
11. Which communication style is most appropriate for conflict resolution in a nursing team?
- A. Aggressive.
 - B. Assertive.
 - C. Avoidant.
 - D. Passive.
12. Time Management is an essential quality of an effective nurse manager. Which of the following best describes this quality?
- A. Choosing appropriate actions among alternatives.
 - B. Understanding and managing emotions.
 - C. Ability to prioritize tasks efficiently.
 - D. Guiding and influencing others.

SECTION B: TRUE AND FALSE QUESTIONS

(5 marks)

QUESTIONS: 13 – 17

Write the answer on your answer sheet. State whether the statement is “True” or “False”

- 13. Effective communication helps build trust among team members.
- 14. Team building activities are only useful for new teams.
- 15. Clear roles and responsibilities improve team performance.
- 16. Conflict in a team always has a negative impact.
- 17. Language differences can act as a barrier to communication.

SECTION C: MATCHING QUESTIONS**(5 marks)****QUESTION: 18 – 22**

Match the items on column B to column A. Write the Question number and the alphabet on your answer sheet.

COLUMN A	COLUMN B
18. Leadership role	A. Evaluating employee work performance
19. Planning role	B. Focuses on empathy, active listening and nurturing employee growth.
20. Organizing role	C. Focuses on structure, routine, the exchange of rewards and punishments to motivate performance.
21. Training and Development in Human Resource Management	D. Decision-making is concentrated at the top, which can lead to a lack of autonomy for lower-level staff.
22. Performance Appraisal	E. Providing direction and vision for the nursing unit.
	F. Listing goals and setting priorities.
	G. Improving employee skills and knowledge.
	H. Assign duties according to staff skills and patient's needs.
	I. Participate in setting goals, policies and procedures.

SECTION D: SHORT ANSWER QUESTIONS

(44 marks)

QUESTION: 23 - 34

23. Explain how a nurse leader adapts their leadership style when managing a newly graduated nurse versus an experienced nurse. (3 marks)
24. Describe the application of transactional leadership in maintaining discipline and accountability in a clinical setting. (3 marks)
25. Explain how adaptability as a leadership quality is essential in managing unexpected changes in a health care environment. (3 marks)
26. Describe the key concept of transformational leadership. (3 marks)
27. Describe how emotional intelligence is important in leadership. (3 marks)
28. Explain the role of integrity in nurse leadership. (3 marks)
29. Describe how team work is supported by a nurse leader. (4 marks)
30. Describe how the nursing unit manager manages human resources to maintain safe patient care. (3 marks)
31. Analyse the importance of appropriate delegation in managing nursing staff. (4 marks)
32. Evaluate how staff performance influences team performance in a nursing unit. (5 marks)
33. Analyse the impact of poor material resource management on patient care. (5 marks)
34. Propose four (4) strategies to improve both human and material resources. (5 marks)

SECTION E: LONG ANSWER QUESTIONS

(44 marks)

QUESTION: 35 - 38

Scenario 1

During a busy shift in the Acute Surgical Ward, the team leader adopts an authoritarian leadership style, making decisions without consulting staff. Nurses feel undervalued and hesitant to speak up. Communication is minimal, and junior nurses are frequently criticized in front of others. As a result, staff morale is low, team work is weak, and patient care tasks are delayed.

35. Propose five (5) leadership strategies to improve team morale and collaboration. (11 marks)

Scenario 2

During an evening shift in a busy acute medical ward, 30-year-old Indo-Fijian Mahend with worsening respiratory distress requires urgent intervention. The junior nurse suggests immediate oxygen escalation, and notifying the doctor. However, the senior nurse insists on “waiting for the doctor’s round,” dismissing the junior nurse’s concerns.

At the same time, another nurse becomes frustrated and refuses to assist, stating that the situation is “not her assigned patient.” Tension escalates, communication breaks down, and Mahend’s condition deteriorates before appropriate action is taken.

36. Analyse the decision-making issues demonstrated in this scenario. (11 marks)

Scenario 3

The post-natal ward at Aspen Medical Hospital has reported an increase in post-operative infections over the past three months.

37. Using the quality improvement approach PDSA cycle, analyse how the nursing team can address this issue and improve patient outcomes. (11 marks)

Scenario 4

The medical ward at the Colonial War Memorial Hospital has reported increased medication errors and poor communication during handovers. As the nursing unit manager, you are responsible for improving patient safety.

38. Analyse the possible causes of these patient safety issues and propose appropriate nursing leadership strategies to address them. Briefly justify how your strategies will improve patient care. (11 marks)

SECTION F: ESSAY QUESTIONS

22 marks

QUESTION: 39 - 41

Choose **two out of** the 3 questions.

39. Discuss the major challenges faced by nurse leaders and managers in healthcare settings, and evaluate strategies to address these challenges. (11 marks)

40. Discuss the ethical and professional challenges faced by nurse managers in delivering quality health care, and justify how these can be managed. (11 marks)

41. Analyse the impact of poor leadership and communication on health care teams, and critically evaluate how nurse leaders can strengthen team performance. (11 marks)

THE END.