

UNIVERSITY OF SWAZILAND

FACULTY OF HEALTH SCIENCES

DEPARTMENT OF GENERAL NURSING

FINAL EXAMINATION MAY, 2006

TITLE OF THE PAPER: Health Services Management I

COURSE CODE: NUR 303

MARKS ALLOCATED: 75

TIME ALLOWED: Two (2) hours

INSTRUCTIONS

- 1 Read questions carefully
- 2 Answer all questions
- 3 Each question carries 25 marks
- 4 Write legibly

QUESTION 1

For each of the following multiple choice questions select the most appropriate answer. Write the question number and letter representing the answer e.g. 7A

1. *The behavioral leadership style includes.*
 - A. Democratic, Autocratic and Delegating
 - B. Directing, Coaching and Laissez Faire
 - C. Participatory, Autocratic and Laissez Faire
 - D. Directing, Telling, Coaching and Supportive

2. *The esteem needs embraces the following except*
 - A. Self – confidence
 - B. Self – respect
 - C. Autonomy
 - D. Recognition

3. *Democratic leadership style is characterized by;*
 - A. Cooperative approach to decision – making
 - B. Directing subordinates
 - C. Punitive criticism
 - D. Close supervision

4. *The transformational leader asserts that a leader should communicate the _____*
 - A. Policies and procedures to the subordinates
 - B. Plans of the organization to the subordinates
 - C. Management decisions to the subordinates
 - D. Vision to the subordinates

5. *The staff function or relationship is more of _____ in nature.*
 - A. Supervisory
 - B. Participatory
 - C. Directing
 - D. Advisory

6. *The following are levels of communication except*
 - A. Interpersonal communication
 - B. Intrapersonal communication
 - C. Transpersonal communication
 - D. Large group communication

7. The Nursing Care delivery modes that is used in the intensive care unit is _____
- A. Primary nursing
 - B. Functional nursing
 - C. Case assignment
 - D. Team nursing
8. The nurse manager who concentrate on positive aspects and overlook the
Negative, is said to have _____
- A. Personal biases
 - B. Central tendency
 - C. Halo effects
 - D. Horns effect
9. The aim of Performance appraisal is to
- A. Evaluate and develop the person
 - B. To check performance of the subordinates
 - C. Promote the subordinates who excel their job
 - D. Measure if subordinates perform according to set standards
10. Control includes the following aspects except _____
- A. Supervision
 - B. Consultation
 - C. Documentation
 - D. Performance Appraisal

For the following five (5) questions fill in the blanks. Write the question number and the missing word (s) in the answer sheet

11. _____ is to guide the activities of personnel in order to give the best overall service to clients or patients.

12. _____ is a process which managers assign authority and responsibility to subordinates.

13. A situation where there are opposing ideas, opinions and feelings is called _____.

14. In organizing clients care, every patient should be treated _____.

15. _____ need to be written when an extra - ordinary happening occurs.

For the following 16 - 25 questions, state whether the statement is true or false. Write **true** if the statement is correct and write **False** if the statement is wrong.

16. The organizational structure is the graphical exposition of personnel according to job division.

17. Repetition of tasks enhances learning in the Primary Nursing.

18. Subordinates who are demotivated do not account for their work.

19. Eighty percent (80%) of manager's time is spent in some type of communication.

20. The advantage of correct handling of assignment is that staff is more satisfied.

21. Criticism is constructive in Democratic leadership style.

22. It is the responsibility of the Nursing education to promote research in the nursing profession.

23. A balance between too much and too little delegation is always possible to maintain.

24. Lack of the time in the Nursing Unit is one of the reasons why written messages are not read.

25. The number of patients who require certain services, as well as the patient turnover for the day is one of the factors that influence routine in the Nursing Unit.

QUESTION 2

Read the scenario below and then answer the following questions.

You are a nursing Sister in the children's Ward. The team of nurses you are leading are very experienced pediatric conditions and they have been working in the ward for twelve (12) years. Most of them have degrees in Nursing Management an additional qualification. They take ownership of their work and are committed to quality nursing and goal achievement. There is harmony in the ward. Recently there was a formal evaluation by the authority and the results revealed that the nature and quality of nursing documentation in the ward was poor. The group decided that immediate change in the nursing documentation was essential. The nurses are aware of the weaknesses of the current system and request a meeting to plan the necessary changes.

- 2.1 What would be your assessment of this group? (2)
- 2.2 State your contingency diagnosis? (3)
- 2.3 What leadership style would you select and explain the basis for your choice? (7)
- 2.4 How would you cope with theory X manager in your ward? (7)
- 2.5 The principles of delegation require the assessment of the subordinates. Explain what the manager needs to assess? (4)
- 2.6 Explain lack of time as a barrier in communication. (2)

Total Marks [25]

QUESTION 3

3.1 Discuss ten (10) principles of directing. (10)

3.2 Describe the four (4) benefits of team assignment. (4)

3.3 Explain the four (4) consequences of conflict in a Nursing Ward. (4)

3.4 Discuss seven (7) principles of performance appraisal. (7)

Total Marks [25]