

**UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
FINAL EXAMINATION
MAY 2007**

COURSE NAME: HEALTH SERVICES MANAGEMENT 11

COURSE CODE: NUR 401

TIME ALLOWED: 3 HOURS

**INSTRUCTIONS: 1. PLEASE READ INSTRUCTIONS
CAREFULLY**

2. PLEASE ANSWER ALL QUESTIONS

3. EACH QUESTION CARRIES 25 MARKS

**MARK ALLOCATION: ½ MARK / CORRECT
PHRASE/SENTENCE/FACT FOR DISCUSSION
QUESTIONS**

TOTAL MARKS: 100

246

SECTION A

QUESTION 1

MULTIPLE CHOICE QUESTIONS: CHOOSE ONE RESPONSE THAT BEST ANSWERS THE QUESTION. (1 mark / correct response)

- 1. The purpose of management is to:**
 - a) Set and achieve the organisation's objectives through action taken by its members.**
 - b) To maintain balance between conflicting goals.**
 - c) To achieve efficiency and effectiveness**
 - d) All Of The Above**

- 2. The leadership style that places emphasis on communicating the vision to the employees:**
 - a) Participatory**
 - b) Bureaucratic**
 - c) Transformational**
 - d) Autocratic**

- 3. Good leadership skills are characterised by the following EXCEPT:**
 - a) Influence and motivation**
 - b) Creativity and critical thinking**
 - c) Considering organisational needs first and adhering to formal authority**
 - d) Building moral and harmonious relationships**

- 4. Which of the following combinations characterise the communication process?**
 - a) Receiver – Sender – Message**
 - b) Message – Sender – Receiver**
 - c) Sender – Receiver – Message**
 - d) Sender – Message – receiver**

247

5. **The leadership style that places emphasis on communicating the vision to the employees:**
- a) **Participatory**
 - b) **Bureaucratic**
 - c) **Transformational**
 - d) **Autocratic**
6. **The following are barriers to delegation EXCEPT:**
- a) **Lack of experience of the delegatee**
 - b) **Manager's fear of being disliked**
 - c) **Understaffing**
 - d) **Jobs that are not technical.**
7. **The following are factors that provide a framework around which nursing routines can be planned. EXCEPT**
- a) **The policy of the hospital;**
 - b) **Services provided at set times by other departments, for example mealtimes, transport, and dispensary times.**
 - c) **Involvement of medical and paramedical services, for example doctors, physiotherapists, and dieticians.**
 - d) **Medication times**
 - e) **Staff shortages.**
8. **The following are problems of the 8 – hour shift pattern EXCEPT**
- a) **It requires slightly more staff members than other systems.**
 - b) **It cannot accommodate frequent staff changes**
 - c) **It cannot reasonably be expected from a staff member to work more than one type of shift per week.**
 - d) **It is flexible.**

278

9. Which function of Health Services Management is often referred to as directing?
- a) Leading
 - b) Planning
 - c) Organising
 - d) Controlling
10. Which of the following statements is false about planning?
- a) Planning is necessary for organisational success because it reduces the need for panic/crisis planning.
 - b) The following are among the essential components of a planning document: policy, time schedules, objectives, financial analysis/budget
 - c) Planning is the only element that gives nursing direction and compels it forwards
 - d) Planning is an umbrella term for strategic and operational plans
11. In planning a recruitment programme, which of the following statements is TRUE
- a) When there are more qualified staff available than vacancies, press advertisements are the best recruitment method
 - b) A poor institutional image can affect a recruitment programme adversely unless the recruitment officer makes an effort to emphasize the institutions strong points
 - c) Recruitment officers can run successful recruitment programme even without the necessary statistics and data, as long as they appear friendly and smart and market the organisation well
 - d) Informal recruitment, when existing staff spread the news, is not one of the best ways of recruiting staff

249
4

For questions 12 to 15 fill in the missing words

12. The.....function of health services management is often referred to as evaluation.
13. It is theof an organisation that defines its purpose.
14. An organisation's philosophy contains the organisation'sregarding the way in which the service is to be delivered.
15.is getting work done through others or as directing the performance of one or more people to accomplish organisational goals.

INDICATE WHETHER THE FOLLOWING STATEMENTS ARE TRUE OR FALSE (WRITE THE QUESTION NUMBER AND (T) FOR TRUE AND (F) FOR FALSE)

16. According to Maslow's theory fulfilled needs no longer motivate behaviour.
17. Values like honesty and goodness are pursued by people who have already reached some level of self-actualisation.
18. It is the manager who should implement change and planning in an organisation
19. The biggest risk takers in an organisation are the managers.
20. Under bureaucratic leadership, employees do not grow or develop at all.
21. During planning the organisation is analysed in its entirety and nurse managers formulate long-term plans (strategic plans) and operational or short-term objectives.
22. An operational plan is the written blueprint for the attainment of objectives.
23. Management by objectives is used mainly to improve staff motivation and productivity.

250

24. Leaders like to motivate people by presenting them with goals that have to be achieved.
25. On performance appraisal rating should focus on work related behaviour and on personal qualities.

(25 Marks)

DISCUSSION QUESTIONS

QUESTION 2

- 2.1 Discuss the principles of management. (20 Marks)
- 2.2 Explain factors to be considered in preparing for a selection interview. (5 Marks)

QUESTION 3

- 3.1 Describe the fundamental steps of the management process. (15 Marks)
- 3.2 Describe general considerations when planning duty rosters (10 Marks)

QUESTION 4

- 4.1 Discuss the barriers to effective communication and how these can be overcome. (10 Marks)
- 4.2 Leaders can influence their followers and apply their authority effectively because a true leader has power of one kind or another. Explain the following kinds of power:
- 4.2.1 Legitimate power (3 marks)
 - 4.2.2 Reward power (3 Marks)
 - 4.2.3 Coercive power (3 Marks)
 - 4.2.4 Referent power (3 Marks)
 - 4.2.5 Expert power (3 Marks)

(TOTAL MARKS 100)

25/6