

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES

FINAL EXAMINATION

MAY 2007

COURSE TITLE : HEALTH SERVICES MANAGEMENT 111

COURSE CODE : NUR 501

TIME ALLOWED : 2 HOURS

MARKS ALLOCATED: 75

- INSTRUCTIONS:**
- 1. PLEASE READ INSTRUCTIONS CAREFULLY**
 - 2. ANSWER ALL QUESTIONS**
 - 3. *HAND IN SCRIPT AND QUESTION PAPER***

**MARK ALLOCATION: 1 MARK per FACT/CORRECT PHRASE UNLESS
OTHERWISE INDICATED**

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QUESTION 1

For questions 1 –10 write the letter that corresponds with the best answer to the question.

Which of the following statements is **FALSE** about top level management?

1.
 - A. It comprises a relatively small percentage of executives within an organisation.
 - B. It is ultimately accountable for the overall organisational performance
 - C. It is concerned with the strategic planning at institutional level.
 - D. It is concerned with strategic management of the healthcare organization and general management at corporate level.

2. Indicate which of the following is **TRUE** about policies?

- A. They serve as the basis for future decisions and actions of the healthcare organisation.
- B. They address organisational needs
- C. They help to shape goals
- D. All of the above.

3. Which of the following statements is true about planning?

- A. Planning is necessary for organizational 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, and 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.

4. A union or labour organisation is formed in order to:

- A. Dictate working terms and conditions to an employer
- B. Negotiate with the employer about grievances and terms and conditions of employment.
- C. Ensure that the workers' rights supercede those of the employee
- D. Ensure that workers can engage in strike action when they want to.

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5. Examples of cost containment are the following EXCEPT:
- A Management of debtors.
 - B Management of stocks and supplies.
 - C Ensuring that all departments get all the finances they requested for.
 - D Knowledge management.
6. Which of the following statements is NOT TRUE about information management in the health sector ?
- A. It does not include the management of annual financial statements
 - B. It works on the principle that when one has information, one automatically has wisdom.
 - C. It helps to define and capture data and information that could add value to decision making and the outcome of healthcare delivery
 - D. It does not include patient data management.
7. When a manager is well liked by the staff and they often agree with his/her suggestions, she is displaying:
- A. Referent power
 - B. Expert power
 - C. Legitimate power
 - D. Reward power
8. The document that serves as the basis for future decisions and actions and helps control performance is:
- A. Procedures;
 - B. Policies;
 - C. Rules;
 - D. Mission statements.

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9. Which among the following can contribute to the occurrence of grievances in the department?
- A. An autocratic management style
 - B. Participatory management style
 - C. Communication channels that are open
 - D. The manager having a special group of 'favourite' subordinates.
 - E. A and D only

For question 10 -15 fill in the missing word/s. Write only the word in your answer book

10. In the policy spectrum theory, goals shape programs and programs shape _____.
11. The _____ theory of policy development views public policy as the preferences of the governing few who are considered influential in shaping mass opinion on policy questions.
12. Job _____ is a systematic method of appraising the work of each job in relation to all other jobs in the same organization.
13. One of the purposes of _____ is to identify controllable and uncontrollable cost areas.
14. The administrative head of the Ministry of Health and Social Welfare in Swaziland is the _____.
15. The _____ is responsible for ensuring that nursing practice countrywide is in accordance with the regulations laid down by the Nurses and Midwives Act of Swaziland.

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QUESTION 2

Discuss strategic management under the following headings:

- a. Purposes (4)
- b. Process (21)

[TOTAL MARKS: 25]

QUESTION 3

- 3.1 Explain the three main role players in the labour relationship and their roles. (6)
- 3.2 Explain five (5) sources of power and give their appropriate examples. (10)
- 3.3 At corporate level the organisation needs to be able to analyse and plan its business in terms of the knowledge it currently has and the knowledge it needs for its future business. Describe the purposes of an information/knowledge management system within an organisation. (9)

[TOTAL MARKS: 25]

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