

**UNIVERSITY OF SWAZILAND**

**FACULTY OF HEALTH SCIENCES**

**DEPARTMENT OF GENERAL NURSING**

**SEMESTER 1 EXAMINATION - DECEMBER, 2007**

**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

***DO NOT OPEN UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR***

## QUESTION 1

Choose the letter that corresponds with the best answer. Write only the letter in your answer book e.g 1 – a

1. Which core job characteristic promotes job satisfaction for nurses ?
  - a. Rigid rules
  - b. Autonomy in decision making
  - c. Hierarchical decision making
  - d. Lack of communication with physicians
  
2. Which factor is the main motivator according to Herzberg's theory ?
  - a. Money
  - b. Vacation policies
  - c. Annual parties
  - d. Recognition of achievement through a clinical ladder
  
3. Who among the following managers uses a transformational leadership style to motivate employees?
  - a. Joy, who works day to day to get tasks done and gives daily "to do" lists to employees
  - b. Zodwa, who makes sure that a thorough job is done and done correctly
  - c. Carol, who focuses on goal setting and rewards goal achievement
  - d. Sifiso, who is optimistic and makes a conscious effort to be a good role model.
  
4. Which of the following statement might have been made by a manager who supports the Theory X approach to management?
  - a. "Employees on my unit are very goal directed and need little supervision to get the job done
  - b. "Nomcebo is a great worker and I like to give her challenging things to do"
  - c. "Most of my employees only work for the money and will only do what is right if I discipline them"
  - d. "I work hard to get employees to school".
  
5. Line and staff positions are identified on the organizational chart. What does the line position denote?
  - a. Who is responsible to whom within the organization
  - b. Advisory relationships between employees
  - c. The number of people reporting to each manager
  - d. How the decisions are made by the employer

6. Effective delegation
  - a. Permits an agency to operate with fewer registered nursing staff
  - b. Provides licensed nurses with recognition for heavy patient loads
  - c. Gets something done by someone else
  - d. Uses skills of less educated employees in home based care
  
7. The Registered nurse delegator can delegate only tasks
  - a. Approved by the Nursing Council
  - b. That were included in training programs for lesser qualified staff
  - c. Within his or her area of responsibility and scope of practice
  - d. When an appropriate licensed person is not available to complete those tasks
  
8. With each task delegated, accountability and responsibility for the skilful completion of the task remain
  - a. With the nurse supervisor
  - b. With the delegatee
  - c. With the ward physician
  - d. With the delegator
  
9. Of the four regions of Swaziland which has the most distribution of health facilities?
  - a. Lubombo
  - b. Manzini
  - c. Hhohho
  - d. Shiselweni
  
10. Which of the following defines 'authority'
  - a. It is the legitimate use of power and the right of a person to make decisions
  - b. It is a diagrammatic representation of reporting relationships
  - c. It refers to an obligation to perform certain duties
  - d. It refers to being in charge of a unit.
  
11. Which of the following is not an indicator of motivation in an employee?
  - a. Willingness to work longer hours
  - b. Seeking out challenging tasks and situations
  - c. Taking pride in a job well done
  - d. Working-to-rule
  
12. A written guideline that directs future decision making is a :-
  - a. Policy
  - b. Job description
  - c. Procedure
  - d. Delegated task

13. Which of the following does not influence routine in the unit?
- Unit layout
  - Personnel skill mix
  - Patient turnover
  - Delegated tasks
14. Which of the following is not a function of communication
- For sharing and distributing information
  - To control employee behaviour
  - Provides a release for emotional expression
  - To make sure you get what you want
15. The nursing delivery mode that requires highly skilled professional nurses to do patient care is :
- Team nursing
  - Case method
  - Functional nursing
  - Primary nursing
16. The main barrier to effective communication in a vertical organizational structure with more hierarchical levels is
- Emotions
  - Noise and interruptions
  - Filtering
  - Bias
17. The following are behaviours associated with active listening **except** :
- Making eye contact
  - Paraphrasing
  - Finishing sentences for the speaker
  - Exhibiting appropriate facial expression to show interest
18. The management phase which ascertains whether tasks have been done and how they were done is:
- Control
  - Leading
  - Organizing
  - Planning

19. How clients are organized in the ward should be based on their :
- Illness
  - Preferences
  - Needs
  - Relatives
20. Which of the following is true about ordering of unit supplies?
- Ordering of supplies is based on the number of patients and utilization
  - Supplies should be ordered only when they are finished in the unit.
  - Emergency supplies should be ordered when a patient needs them
  - None of the above.
21. The following are forms of communication except
- Symbolic
  - Verbal
  - Nonverbal
  - Situational
22. Which of the following does not contribute to conflict in the unit?
- Participative management style
  - Autocratic management style
  - Differences in values
  - A and C
  - A only
  - B and C only
23. The 'turtle' style of conflict management implies that the manager
- Believes in confrontation
  - Wants to have his/her side winning
  - Pretends that the conflict does not exist
  - Believes in negotiating
24. The esteem needs focus on the following except
- Self-respect
  - Self-confidence
  - Automy
  - Recognition
25. The mission statement of your unit reflects:
- The dream of what the unit envisages itself to be.
  - What the core business of the unit is
  - The beliefs and values of the workers in it.
  - All the above.

**TOTAL MARKS [25 ]**

### Question 2

- 2.1 Describe any five features of a well organised nursing unit. (10)
- 2.2 There are numerous types of formal communication. State any five of these in a unit (5)
- 2.3 Differentiate between the following sources of conflict in a unit.
- 2.3.1 Management style
  - 2.3.2 Communication
  - 2.3.3 Values
  - 2.3.4 Personnel
  - 2.3.5 Responsibilities (10)

**TOTAL MARKS [25]**

### Question 3

- 3.1 Define delegation (2)
- 3.2 The staffing mix affects delegation in the unit. Explain how the following factors influence delegation .
- 3.2.1 Nature of nursing (2)
  - 3.2.2 Frequency of nursing interactions (2)
  - 3.2.3 Personnel expertise (2)
  - 3.2.4 Skill mix and quantity of available personnel (4)
- 3.3 Differentiate between the following terms
- 3.3.1 Authority and power (2)
  - 3.3.2 Accountability and responsibility (2)
  - 3.3.3 Job description and delegation (2)
  - 3.3.4 Speaking and communicating (2)
- 3.4 Ideas for a unit policy have been generated by the group. List five other actions that need to be carried out regarding the policy. (5)

**TOTAL MARKS [25]**