

**UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES**

MBABANE

SEMESTER ONE EXAMINATION

DEC 2007

TITLE: HEALTH SERVICES MANAGEMENT

COURSE CODE: NUR 403

TIME ALLOWED: 2 HOURS

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

2. QUESTION 1 IS COMPULSORY

**3. ANSWER ANY OTHER TWO
QUESTIONS**

**4. EACH QUESTION CARRIES 25
MARKS**

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

TOTAL MARKS: 75

QUESTION 1

INDICATE WHETHER THE FOLLOWING STATEMENTS ARE TRUE OR FALSE, FOR QUESTIONS 1 – 15

1. The vision of an organisation reflects what is current in an organisation.
2. Management is concerned with working with human and financial resources only.
3. The object of most organisations is to provide service to the public.
4. Scalar chain means line of authority should extend from the lowest level to the highest.
5. Theory contributes to well founded basis for practice.
6. Basic elements of an organisational structure could be divided into; specialisation, standardisation coordination and centralisation.
7. The system's approach tries to solve problems by looking at the interrelationships between the system's input, throughput, output and environment.
8. Management by objectives is used mainly to improve staff motivation and productivity.
9. During planning the organisation is analysed in its entirety and nurse managers formulate long-term plans (strategic plans) and operational or short-term objectives.
10. An operational plan is the written blueprint for the attainment of objectives
11. Under bureaucratic leadership, employees do not grow or develop at all.
12. It is the manager who should implement change and planning in an organisation
13. Planning is the fundamental step in the management process.
14. Departmentalisation is synonymous with grouping of jobs.
15. Leading is not the same as directing people to do what you want them to do.

**INSTRUCTIONS FOR QUESTIONS 16 – 20, FILL IN THE MISSING WORD.
WRITE ONLY THE WORD IN YOUR ANSWER BOOK.**

16. It is theof an organisation which describe the beliefs.
- 17.....is essential to problem solving.
- 18 The principle ofis that each should perform a single leading function.
- 19.....is a major element of the directing function of management.
- 20 'Adhocracy' models of organisations are like.....

MULTIPLE CHOICE QUESTIONS FOR 21 -25

- 21 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
- 22 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
- 23 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.
24. The document that must be known and understood by nurses, health care practitioners, patients and the community that the health care service serves:
- a. Procedures
 - b. Policies
 - c. Rules
 - d. Mission statements.
- 25 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.

(25 Marks)

QUESTION 2

Discussion questions:

- 2.1 Discuss management by objectives under the following:
- Explanation of management by objectives (4 Marks)
 - Criteria for setting objectives (7 Marks)
- 2.2 Describe the importance of planning (4 Marks)
- 2.3 Discuss the components of a nursing service philosophy. (10 Marks)

TOTAL (25 Marks)

QUESTION 3

- 3.1 Describe the importance of organising in Health Services. (5 Marks)
- 3.2 Explain the characteristics of the matrix organisational structure and the guidelines to be taken into consideration when incorporating the matrix organisational structure. (15 Marks)
- 3.3 Describe the characteristics of the bureaucratic structure. (5 Marks)
- TOTAL (25 Marks)**

QUESTION 4

- 4.1 Explain the fundamental steps of the management process. (15 Marks)
- 4.2 Describe the principles of management by Henri Fayol. (10 Marks)
- TOTAL (25 Marks)**

TOTAL MARKS 75