

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF HEALTH SCIENCES**  
**FINAL EXAMINATION**  
**MAY 2009**

**COURSE NAME: HEALTH SERVICES MANAGEMENT 11**

**COURSE CODE: NUR 404**

**TIME ALLOWED: 2 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: 75**

## 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. 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
  
- 3. 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
  
- 4. The leadership style that places emphasis on communicating the vision to the employees:**
  - a) Participatory
  - b) Bureaucratic
  - c) Transformational
  - d) Autocratic

- 5. 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.
- 6. 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.
- 7. 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 an 8 hour shift.
  - d) It is very flexible.
- 8. Which function of Health Services Management is often referred to as directing?**
- a) Leading
  - b) Planning
  - c) Organising
  - d) Controlling

9. **The 'big five' personality traits are as follows EXCEPT:**
- a) Agreeableness
  - b) Conscientiousness
  - c) Negative emotionality
  - d) Extraversion
  - e) Closeness
10. **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

**For questions 12 to 15 fill in the missing words**

11. The.....function of health services management is often referred to as evaluation.
12. It is the ..... that determines if an organisation is on the right course to attain its goals.
13. An organisation's philosophy contains the organisation's .....regarding the way in which the service is to be delivered.

14. ....is getting work done through others or as directing the performance of one or more people to accomplish organisational goals.

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

15. According to Maslow's theory fulfilled needs no longer motivate behaviour.
16. Values like honesty and goodness are pursued by people who have already reached some level of self-actualisation.
17. It is the manager who should implement change and planning in an organisation
18. The biggest risk takers in an organisation are the managers.
19. Under bureaucratic leadership, employees do not grow or develop at all.
20. During planning the organisation is analysed in its entirety and nurse managers formulate long-term plans (strategic plans) and operational or short-term objectives.
21. An operational plan is the written blueprint for the attainment of objectives.
22. Management by objectives is used mainly to improve staff motivation and productivity.
23. Leaders like to motivate people by presenting them with goals that have to be achieved.
24. On performance appraisal rating should focus on work related behaviour and on personal qualities.
25. Induction training saves time for top management and employees.

**(25 Marks)**

**DISCUSSION QUESTIONS**

**QUESTION 2**

2.1 Discuss understanding individuals in an organisation under the following:

- The psychological contract

**(4 Marks)**

- The person – job fit (3 Marks)
- The nature of individual differences. (3 Marks)

2.2 Describe the steps in the change process (15 marks)

### QUESTION 3

3.1 Distinguish between management and leadership. (10 Marks)

3.2 Describe the following forms of power:

- Reward power
- Coercive power
- Legitimate power
- Expert power
- Referent power

(15 Marks)

**TOTAL 75**