

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
SUPPLEMENTARY EXAMINATION

JULY 2009

COURSE TITLE : HEALTH SERVICES MANAGEMENT 111

COURSE CODE : NUR 501

TIME ALLOWED : 2 HOURS

TOTAL MARKS ALLOCATED: 75

NUMBER OF PAGES INCLUDING COVER :4

INSTRUCTIONS: **1. PLEASE READ INSTRUCTIONS CAREFULLY**
2. ANSWER ALL QUESTIONS

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

DO NOT OPEN UNTIL PERMISSION HAS BEEN GRANTED BY THE
INVIGILATOR

CHOOSE THE LETTER CORRESPONDING TO THE MOST CORRECT ANSWER

- 1.1 The process of positioning and repositioning an organization for meeting consumer needs is called:
- Critical decision making
 - Strategic planning
 - Strategic management
 - Strategic analysis
- 1.2 The major function of top level management is:
- To oversee and ensure overall organizational achievement.
 - To ensure that employees get to work on time
 - To ensure that departmental requisitions are completed on time.
 - To make sure that appointed committees work harmoniously
- 1.3 The ability to question philosophically and exercise careful judgement when evaluating a situation is referred to as
- Decision making
 - Intuition
 - Creative thinking
 - Critical thinking
- 1.4 As a manager the ability to recognize configurations and relationships among variables in a situation is known as :
- Similarity recognition
 - Common sense understanding
 - Skilled know-how
 - Pattern recognition
- 1.5 One of the reasons for considering labour relations is:
- To enable employee representatives and management to negotiate and develop necessary policies
 - To ensure that communication between management and employees favours employees
 - To ensure that trade unions are seen as an intrusion into a well managed structure
 - To ensure that conflict resolution strategies are developed.
- 1.6. The unitary approach to labour relations sees the organization as :
- A merger of separate homogeneous groups with diverse interests and objectives.
 - An integrated team with people who share common purposes, values and objectives
 - A source of conflicts arising from unequal distribution of and access to economic power in the society.
 - Comprising people who are not driven to work except by force.
- 1.7 Collectivism in labour relations refers to:

- a. A situation whereby a benefit to one is a benefit for all because each person is a member of a group.
- b. Exercising one's rights within acceptable limits
- c. A legal claim
- d. Joining a workers' union

1.8 Which of the following is not an instrument used for data collection and storage

- a. Computer
- b. Files (paper)
- c. Experts in the field
- d. Telecommunication equipment

1.9 What is a quality audit?

- a. A team meeting dedicated to measuring and examinations.
- b. A quality based inspection of work results.
- c. A structured review of quality management activities.
- d. A meeting with the customer to identify quality requirements.

1.10 Which of the following describe the resources needed for quality service delivery ?

- a. Process standards
- b. Structure standards
- c. Outcome standards
- d. Nursing standards

For questions 1.11 – 1.16 write whether the statements are True or False

- 1.11 One basis of quality improvement programs is to ensure that such programs are consumer – driven and needs based.
- 1.12 The 'S' in SWOT represents organizational surveys meant to yield more information about certain aspects of the organization.
- 1.13 The Principal Secretary in the Ministry of Health in Swaziland is the political head of the organization.
- 1.14 Regional Health Administrators are part of top level management in the Ministry of Health in Swaziland.
- 1.15 Retrospective auditing consists of making judgements about care after it has been delivered.
- 1.16 Wisdom in information management embodies principles, insight, moral and archetype

QUESTION 1 SECTION B – ESSAY

Describe the process of knowledge management

(9)

QUESTION 2

- 2.1 Human resources development seeks to enhance the skills, knowledge and capabilities of people to achieve the desired organisational outcomes. Explain the different steps in the training and development process (18)
- 2.2 Describe three objectives of budgeting. (3)
- 2.3 Differentiate between incremental and zero-based costing. (4)

QUESTION 3

- 3.1 Analyse the concept 'staff development'. (6)
- 3.3 Define strategy review and list the four steps comprising this step of strategic management. (7)
- 3.3 Explain three policy development theories. (6)
- 3.4 Explain the following as they apply to labour relations
- a. Fairness and equity (2)
 - b. Power and authority (2)
 - c. Rights and responsibilities (2)

GRAND TOTAL: 75 MARKS