

UNIVERSITY OF SWAZILAND

FACULTY OF HEALTH SCIENCES

DEPARTMENT OF GENERAL NURSING

FINAL EXAMINATION - DECEMBER 2009

TITLE OF THE PAPER : HEALTH SERVICES MANAGEMENT I
COURSE CODE : NUR 303
MARKS ALLOCATED : 75
TIME ALLOWED : TWO (2) HOURS
EXAMINER : MRS J.V MDLULI

Number of pages including cover page: 6

INSTRUCTIONS

1. Read questions carefully
2. Answer all questions
3. Write legibly
4. Each **explained** fact is worth 1 mark unless indicated otherwise

DO NOT OPEN UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

QUESTION 1 – SECTION (MULTIPLE CHOICE) 1mark each

Select the most appropriate answer to the question.

- 1.1 Which of these statements does not refer to leadership?
- A. Leaders seek flexibility
 - B. Must be experienced to be learned
 - C. Leaders command and control
 - D. Leaders empower their teams to solve own problems
- 1.2 The way work is arranged and allocated among members of an institution is part of :
- A. Directing
 - B. Planning
 - C. Control
 - D. Organising
- 1.3 The allocation of a specific task to a specific personnel is called
- A. Job assignment
 - B. Job description
 - C. Delegation
 - D. Duty schedule
- 1.4 Which of the following describes the duties and responsibilities of a nurse?
- A. Job assignment
 - B. Working conditions
 - C. Job description
 - D. Duty schedule
- 1.5 Which of these forms of communication presents information that is often fragmented and complete?
- A. Symbolic communication
 - B. Nonverbal communication
 - C. Grapevine
 - D. Verbal communication
- 1.6 Which of these is **not** considered when assessing the subordinate for delegation?
- A. Trustworthiness to complete the tasks.
 - B. Social status
 - C. Ability to perform the tasks
 - D. They are all not considered
- 1.7 Which of the following is not a motivational strategy in the unit?
- A. Providing for basic physical and physiological needs of the personnel
 - B. Providing favourable working conditions in the unit
 - C. Providing adequate human resources in the unit
 - D. Asking personnel to dedicate themselves by working longer hours.

- 1.8 Which theory postulates that to keep workers on a high productivity level, an incentive is always needed?
- A. Herzberg's two factor theory
 - B. Abraham Maslow
 - C. McGregor's theory X
 - D. Taylor's Monistic theory
- 1.9 Which of the following is a supporting service in the unit?
- A. Medication rounds
 - B. Providing linen from the laundry
 - C. Doctor's round
 - D. Wound dressings
- 1.10 In Booyens (2008), the type of delegation which entails telling someone to do small specific tasks like sending them for something, is referred to as:
- A. Stewardship delegation
 - B. Gofer delegation
 - C. Task description
 - D. Portership
- 1.11 Which of the following does not affect span of control?
- A. Authority of the manager
 - B. Degree of interaction required between a manager and subordinate
 - C. Competence of both manager and employee
 - D. The physical division of subordinates
- 1.12 Which of the following is the cornerstone of management?
- A. Control
 - B. Planning
 - C. Directing
 - D. Organizing
- 1.13 While the nurse manager is responsible for storage of drugs in the ward s/he is not responsible for:
- A. The stock level of drugs in the unit.
 - B. Prescription of drug dosages for patients in the unit
 - C. Ensuring that patients' drugs are kept safely
 - D. Monitoring the use of prescribed drugs by the patients.
- 1.14 Which of the following statements characterizes **constructive** criticisms?
- A. "You don't take initiative"
 - B. "The fact that patients are still not dressed at this time shows how slow you are nurse"
 - C. "Rose, you have some good ideas and I am depending on you to put them to good use"
 - D. "The poor quality of this work shows someone with a non caring attitude"

- 1.15 When someone provides acceptable explanations for undesirable beliefs or behaviours, s/he is :
- A. Withdrawing
 - B. Compromising
 - C. Delaying
 - D. Rationalizing
- 1.16 Which of these activities are not part of the process of organizing?
- A. Conducting performance appraisals
 - B. Assigning tasks to personnel
 - C. Patient organization in the unit
 - D. Taking care of unit equipment and supplies
- 1.17 Patient organization in a unit is dependent on all but which of the following?
- A. Severity of patient illnesses
 - B. Skill mix of nurses
 - C. Nurses' choice of patients
 - D. Geographical layout of the unit
- 1.18 What type of difficult person to communicate with would say this expression? 'I just don't think nurse Sibongile has the ability to take care of client X'
- A. Complainer
 - B. Negative
 - C. Aggressive
 - D. Agreeable
- 1.19 A nurse decides to abandon an issue of conflict because her opponent is more powerful in the organization. This is known as:
- A. Collaborating
 - B. Accommodating
 - C. Compromising
 - D. Surrendering
- 1.20 Active listening includes all these activities *except*:
- A. Finishing off the speaker's sentence
 - B. Keeping eye contact
 - C. Using different forms of acknowledging what is said.
 - D. Seeking clarification
- 1.21 Which theorist believes that effective managers are highly sensitive to their staff and use communication to keep the group working as a unit?
- A. Maslow
 - B. McGregor
 - C. Herzberg
 - D. Likert

- 1.22 Which of these is not a form of interference that can affect the transmission of a message?
- A. Unintelligible use of words
 - B. Noise
 - C. Illegible handwriting
 - D. The sender's emotional state
- 1.23 The process of developing and evaluating the performance of personnel is known as:
- A. Job evaluation
 - B. Performance management
 - C. Performance appraisal
 - D. Job analysis
- 1.24 Which nursing care delivery mode depends on strong and effective communication with all relevant health workers?
- A. Team nursing
 - B. Primary nursing
 - C. Functional nursing
 - D. Nursing process
- 1.25 The conferring of special authority and responsibility from a higher status level to a subordinate is referred to as:
- A. Authorising
 - B. Delegating
 - C. Sending
 - D. Shedding

25 marks

QUESTION 2

- 2.1 Describe any six barriers to communication in the unit. (12)
- 2.2 Explain five aims of performance appraisal. (10)
- 2.3 Describe any three factors influencing non-verbal communication. (3)

25 marks

QUESTION 3

- 3.1 **Explain** the three leadership styles (autocratic, democratic and laissez-faire) and one of each of their positive effects in a unit. (9)
- 3.2 You have been assigned by middle management to assess how well organized the institution's units are. **Explain** any six features you will look for in each unit. (12)
- 3.3 List four activities in the organization of equipment and supplies in a unit. (4)

25 marks