

**UNIVERSITY OF SWAZILAND  
FACULTY OF HEALTH SCIENCES**

**MBABANE**

**SEMESTER ONE FINAL EXAMINATION**

**NOV/DEC 2010**

**TITLE: HEALTH SERVICES MANAGEMENT**

**COURSE CODE: NUR 403**

**TIME ALLOWED: 2 HOURS**

**INSTRUCTIONS:**

- 1. PLEASE READ INSTRUCTIONS CAREFULLY**
- 2. QUESTION ONE IS COMPULSORY**
- 3. PLEASE ANSWER ANY THREE QUESTIONS**
- 4. EACH QUESTION CARRIES 25 MARKS**
- 5. MARK ALLOCATION: ½ MARK / CORRECT PHRASE/SENTENCE/FACT FOR DISCUSSION QUESTIONS**

**TOTAL MARKS: 75**

***PLEASE DO NOT OPEN THE QUESTION PAPER UNTIL PERMISSION HAS BEEN GRANTED BY THE CHIEF INVIGILATOR***

**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 – 15, FILL IN THE MISSING WORD.  
WRITE ONLY THE WORD IN YOUR ANSWER BOOK.**

16. It is the .....of an organisation which describe the beliefs.
- 17.....is essential to problem solving.
- 18 The principle of .....is 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 16 -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. The purpose of goals is: EXCEPT
- a. Provide guidance and unified direction for people in an organisation.
  - b. Effective goal setting promotes good planning, and good planning facilitates future goal setting.
  - c. Goals that are specific and moderately difficult can motivate people to work harder, especially if attaining goals is likely to result in rewards.
  - d. Performance cannot be assessed in the future in terms of how successfully today's goals are accomplished.

- 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)

**DISCUSSION QUESTIONS:**

**QUESTION 2**

- 2.1 Describe the characteristics of the bureaucratic structure. (8 Marks)
- 2.2 Describe the principles of management by Henri Fayol. (14 Marks)
- 2.3 Describe the prerequisites for effective use of participative management (3 Marks)

**TOTAL = 25 Marks**

**QUESTION 3**

- 3.1 You are aspiring starting your own company; you already have the site and buildings. Describe how you would ensure that your company is fully functional by utilising the steps of the management process. (25Marks)

**TOTAL 75**