

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
MBABANE

SUPPLEMENTARY EXAMINATION

JULY 2011

- 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 QUESTION PAPER UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

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

3. 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

4. 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

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

6. 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.

7. 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.

8. 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.

9. Which function of Health Services Management is often referred to as directing?
- a) Leading
 - b) Planning
 - c) Organising
 - d) Controlling
10. The 'big five' personality traits are as follows EXCEPT:
- a) Agreeableness
 - b) Conscientiousness
 - c) Negative emotionality
 - d) Extraversion
 - e) Closeness
11. 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

12. The.....function of health services management is often referred to as evaluation.
13. It is thefunction of management that determines if an organisation is on the right course to attain its goals.
14. An organisation's philosophy contains the organisation'sregarding the way in which the service is to be delivered.
15.is getting work done through others or as directing the performance of one or more people to accomplish organisational goals. ^H_^

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

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

(25 Marks)

DISCUSSION QUESTIONS:

QUESTION 2

- 2.1 Discuss delegation under the following:
- Definition (1 marks)
 - Reasons for delegation (3 Marks)
 - Problems in delegation (4 Marks)
- 2.2 Explain the characteristics of the matrix organisational structure and the guidelines to be taken into consideration when incorporating the matrix organisational structure. (15 Marks)
- (25 Marks)**

QUESTION 3

- 3.1 Design a vision, mission statement and the philosophy of your own imagined organisation.
- (25 Marks)**

TOTAL 75