

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF HEALTH SCIENCES**  
**MBABANE**

**SEMESTER TWO FINAL EXAMINATION**

**MAY 2011**

**TITLE: HEALTH SERVICES MANAGEMENT IV**

**COURSE CODE: NUR 404**

**TIME ALLOWED: 2 HOURS**

**TOTAL MARKS: 75**

- INSTRUCTIONS:**
- 1. PLEASE READ INSTRUCTIONS CAREFULLY**
  - 2. PLEASE ANSWER ALL QUESTIONS**
  - 3. EACH QUESTION CARRIES 25 MARKS**
  - 4. MARK ALLOCATION: 1 MARK / CORRECT PHRASE/SENTENCE/FACT FOR DISCUSSION QUESTIONS**

***THIS PAPER SHOULD NOT BE OPENED UNTIL THE INVIGILATOR HAS GRANTED PERMISSION***

## QUESTION 1

**MULTIPE CHOICE QUESTIONS: CHOOSE ONE RESPONSE THAT BEST ANSWERS THE QUESTION.** (1 mark / correct response

1. Stress can be managed in the following ways, EXCEPT:
  - a) Exercise
  - b) Relaxation
  - c) Time management
  - d) Support groups
  - e) Absenteeism
  
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. The 'big five' personality traits are as follows EXCEPT:
  - a) Agreeableness
  - b) Conscientiousness
  - c) Negative emotionality
  - d) Extraversion
  - e) Closeness

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 categories of work related stress EXCEPT:
  - a) Task demands
  - b) Physical demands
  - c) Role demands
  - d) Interpersonal demands
  - e) Psychological demands.
  
6. The following are preparation for an interview EXCEPT;
  - a) Preparation of the shortlist
  - b) Preparation of interviewer(s)
  - c) Preparation of a venue
  - d) Allow for at least 60 minutes per interview.
  
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. Measurements of absenteeism include;
- a) Single day absence
  - b) Frequency of absence
  - c) Paid and unpaid absence
  - d) Number of days' absent
  - e) ALL OF THE ABOVE.
9. Negative consequences of work-related stress are the following:
- a) Behavioural consequences
  - b) Psychological consequences
  - c) Medical consequences
  - d) Direct consequences
  - e) All of the above.
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

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

11. Applying appropriate employee selection and orientation procedures is one of the strategies for reducing employee rate of absenteeism.
12. Aims of induction training are as follows: Reduce anxiety and uncertainty; Save time for supervisors and fellow workers; creates a positive attitude towards the employer; Assist the employee to become fully productive as soon as possible; and reduce work-related stress.
13. Items to be measured in selection include basic educational qualifications, post-basic qualifications, employment history, career goals, reaction to policies such as shift work and night duty, general appearance, language ability, EXCEPT general impression.
14. One of the effects of absenteeism is that the morale of the staff may be lowered because of overtime work, substitute nurses and working with fewer staff than normal.
15. The general impression of a candidate is not necessarily an item to be measured during the selection exercise.
16. During planning the organisation is analysed in its entirety and nurse managers formulate long-term plans (strategic plans) and operational or short-term objectives.
17. A reasonable budgetary practice predicts the future success of an organisation's financial status.
18. Good remuneration, whether or not conditions of employment are pleasant is used mainly to improve staff motivation and productivity.
19. Leaders like to motivate people by presenting them with goals that have to be achieved.
20. An interview is a purposeful conversation between the employer and the applicant.

- 21. A psychological contract is not written on paper, nor its terms explicitly negotiated.
- 22. Creativity is the ability of an individual to generate new ideas or to conceive of new perspectives on existing ideas.
- 23. Levels of control in an organisation can be classified as follows: operational, financial, strategic and time control.
- 24. The 'Hawthorne rules' for conducting a interview are, to help the person talk, to relieve fears and anxieties, to steer the discussion into a topic EXCEPT that the interviewer should not argue with the speaker.
- 25. Staff members' requests are not considered during duty roster writing to cater for staff shortages.

**(25 Marks)**

## **DISCUSSION QUESTIONS**

### **QUESTION 2**

- 2.1 Explain the 'Hawthorne rules' for conducting interviews. (7 Marks)
- 2.2 Describe the factors influencing recruitment. (8 Marks)
- 2.3 Explain the steps that are taken in building a duty roster. (10 Marks)

**TOTAL =25**

### QUESTION 3

- 3.1 . Discuss the concepts of understanding individuals in organisations under the following:
- The psychological contract
  - The person-job fit
  - The nature of individual differences (15 Marks)
- 3.2 Describe the causes and consequences of work-related stress (10 Marks)

**TOTAL =25**