

# **UNIVERSITY OF SWAZILAND**

**FACULTY OF HEALTH SCIENCES**

**(FIRST SEMESTER)**

**FINAL EXAMINATION PAPER**

**DECEMBER 2011**

**COURSE CODE: NUR 330**

**COURSE TITLE: HEALTH SERVICES MANAGEMENT- LEADERSHIP**

**TIME ALLOWED: 2 HOURS**

**MARKS ALLOCATED: 75**

**INSTRUCTIONS:**

- 1) THIS PAPER CONTAINS FOUR (4) QUESTIONS**
- 2) QUESTION ONE (1) IS COMPULSORY**
- 3) ANSWER ANY TWO QUESTIONS , EACH ON A SEPARATE SHEET OF PAPER.**
- 4) A TOTAL OF THREE QUESTIONS MUST BE ANSWERED**

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**SECTION ONE (PART A AND B) IS COMPULSORY**

**PART A: MULTIPLE CHOICE QUESTIONS**

**Write the letter next to the statement that best describes each of the following statements. E.g. 1=z**

1. Management is described as:
  - a. A process of achieving organizational goals through the co-ordination of resources and activities
  - b. It is the process through which the manager directs groups towards a common goal
  - c. A only
  - d. B only
  - e. A and B
  
2. Management consists of:.....[1]
  - a. Organizing
  - b. Planning
  - c. Leading/directing
  - d. Controlling
  - e. All the above
  
3. Aspects that should be included in the planning of functioning in the nursing unit include: .....[1]
  - a. The mission statement of the unit
  - b. The philosophy, goals and objectives
  - c. Strategic and operational planning and financial management of the unit
  - d. A and c
  - e. All of the above

4. Organizing of the unit requires the use of recourses such as:.....[1]
- a. Personnel
  - b. Time
  - c. Money
  - d. Facilities an equipment
  - e. All of the above
5. Directing is defined as “the process of guiding activities of organizations members in appropriate directions. Which of the following aspects should be included:.....[1]
- a. Leadership, communication
  - b. Problem solving, time management, change management
  - c. Staff development, supervision, accompaniment
  - d. B and C only
  - e. All of the above
6. In the nursing unit controlling includes the following:.....[1]
- a. Performance management, quality assurance
  - b. Productivity, discipline, coaching
  - c. Legal and ethical issues
  - d. A and B only
  - e. All of the above
7. The advantage of a policy manual are that it:.....[1]
- a. is a written instruction of what is expected
  - b. Protects the employer , employee and the patient
  - c. Promotes interdepartmental co-ordination
  - d. Is of value in the orientation and training of personnel
  - e. All of the above

8. Advantages of procedure manuals include:.....[1]
- Describing how standard procedures should be done
  - Being useful in orientating new personnel
  - Guiding the nurse in performing procedures with optimum use of time and effort
  - Enhancing supervision in the nursing unit
  - All of the above
9. Ms Dlamini is newly appointed to a patient care manager position. She updates her knowledge on the theories of management and leadership in order to become more effective in her new role. She learns that some managers have low concern for staff. Which of the following style of management refers to this? .....[1]
- Organization man
  - Impoverished management
  - Country Club management
  - Team management
10. Her former manager demonstrated passion for serving her staff rather than being served. She takes time to listen, prefers to be a teacher first before being a leader, which is characteristic of.....[1]
- Transformational leader
  - Transactional leader
  - Servant leader
  - Charismatic leader
- 11 On the other hand, Ms Dlamini notices that the Matron in charge of the institution has a charismatic leadership style. Which of the following behaviours best describes this style?.....[1]
- Possesses inspirational quality that makes followers gets attracted of her and regards her with reverence
  - Acts as he does because he expects that his behavior will yield positive results
  - Uses visioning as core of her leadership
  - Matches her leadership style to the situation at hand

12 Which of the following conclusions of Ms Dlamini about leadership characteristics is true?.....[1]

- a. There is a high correlation between the communication skills of the leader and the ability to get the job done
- b. A manager is effective when he has the ability to plan well
- c. Assessment of personal traits is a reliable tool for predicting a manager's potential
- d. There is good evidence that certain personal qualities favour success in managerial role

13 One leadership theory states that "leaders are born and not made", which refers to which of the following theories?.....[1]

- a. Trait
- b. Charismatic
- c. Great man
- d. Situational

14 Ms Dlamini came across a theory which states that the leadership style is effective dependent on the situation. Which of the following styles best fits a situation when the followers are self-directed, experts are matured individuals?.....[1]

- a. Democratic
- b. Authoritarian
- c. Laissez faire
- d. Beuriocratic

15 Which of the following statements refer to the vision of the Psychiatry Hospital?

- a. The Psychiatry Hospital is a trendsetter in tertiary health care in the next five years goal.....[1]
- b. The officers and staff believe in the unique nature of the human person
- c. All the nurses shall undergo continuing competency training program
- d. The Psychiatry centre aims to provide a patient-centered care in a total healing environment

**Sub-total.....[15]**

**PART B**

The main characteristics of autocratic, democratic, transactional and transformational leadership styles are outlined below in table 1. Indicate the style of leadership by writing its name next to the statement that it best describes, e.g. Take into account the rights and needs of others = laissez-faire.....[10]

Characteristics	Leadership style
<ol style="list-style-type: none"> <li>1. No input from constituencies</li> <li>2. Task oriented</li> <li>3. Emphasis in different status and position</li> </ol>	
<ol style="list-style-type: none"> <li>1. Criticism is constructive Values input from constituencies</li> <li>2. Maintains less control</li> </ol>	
<ol style="list-style-type: none"> <li>1. Governed by modal values</li> <li>2. Leader sees to it that procedures /policies by which people enter into agreements are clear and above board</li> <li>3. Exchange of favor by a vote</li> </ol>	
<ol style="list-style-type: none"> <li>1. Charismatic, inspirational intellectual stimulation and considerate for others</li> <li>2. Changes peoples' attitude values, beliefs from being self- centred to being more altruistic</li> </ol>	

## SECTION TWO: ESSAY QUESTIONS

### QUESTION 1

A. In order to provide quality nursing care the nursing unit manager should be aware of and be able to implement important principles for verbal communication. Identify these principles and briefly describe how the nursing unit manager can effectively implement them .....[15]

B Policy and procedure manuals are guidelines to enhance the standard of nursing care in the nursing unit. Distinguish these guidelines by proving an example of each.....[10]

**TOTAL**.....[25]

### QUESTION 2

The nursing unit manager is responsible for compiling the mission statement, philosophy, goals and outcomes for the nursing unit, within the framework of the mission and philosophy of the institution.

a) Outline the aims of a mission statement and prepare a mission statement for the psychiatric unit.....[10]

b) Briefly describe the reference elements of a philosophy of nursing and prepare an example of a psychiatric unit philosophy.....[10]

c) Briefly state the relationship between the mission statement, philosophy and goals and outcomes.....[5]

**QUESTION THREE**

The concepts 'Leadership" and "Management" are sometimes regarded as interchangeable, but they do not have the same meaning.

a) Briefly describe how leadership and management differ.....[15]

**B** The concept of "therapeutic environment" is certainly known to most nurses in practice. Briefly describe a therapeutic environment.....(10)

**TOTAL.....[25MARKS]**