

**UNIVERSITY OF SWAZILAND**

**Faculty of Health Sciences**

**Department of Community Health Nursing Science**

**Final Examination Paper NUR 331**

**Second Semester 2012**

**Title of Paper: Health Services Management-Management  
Practice**

**Course Code: NUR 331**

**Time Allowed: Two (2) Hours**

**Marks Allocated: 75 Marks**

**Instructions:**

- **Read the instructions and questions carefully**
- **Answer all questions asked**
- **Write neatly and clearly**

**DO NOT OPEN THIS QUESTION PAPER UNTIL PERMISSION IS GRANTED  
BY THE INVIGILATOR**

## QUESTION ONE

In sections A and B, please select the most appropriate response eg. 1=d

### (Multiple Choice Questions)

A.

1. a) Performance management/appraisal aims at evaluating the performance of nursing unit personnel against pre-set objects  
  
b) It aims at providing feedback to the personnel on performance.  
c) It is used to identify personnel learning needs.  
  
d) It aims to promote quality, comprehensive and cost effective nursing care to patients.  
  
e) All of the above.
  
2. Types of quantitative research include the following EXCEPT:  
  
a) Quasi-experiment  
b) Descriptive  
c) Co- relational  
d) Phenomenological
  
3. There should be a policy on the scheduling of on-duty and off duty hours in the nursing unit. The following aspects should be included in the policy EXCEPT:  
  
a). The time period to be covered by the schedule are completed e.g. for one week/ one month.  
  
b). The day on which the week starts e.g. Sunday/ Monday  
  
c). A description of the term “week-end off  
  
d). The amount of advance notice and the procedure to follow for requests e.g. holiday leave, a specific week end off

- e). The procedure for handling emergency request
  - f). All of the above
  - e). None of the above
4. The quantitative research process using Devos (1998) model consists of the following step(s) EXCEPT:
- a) Choice of a researchable problem
  - b) Describing the research problem (problem formation)
  - c) Conceptualizing and formulation
  - d) Data collection
  - e) Network and mentoring
  - f) Analysis and interpretation of data
5. Approaches to conflict management include the following:
- a) Compromise
  - b) Competition
  - c) Smoothing
  - d) Collaboration
  - e) All of the above
  - f) None of the above
6. The process of conflict management can be implemented through three (3) steps i.e. confrontation, discussion and agreement. At the confrontation step, the following aspects should be considered or entailed EXCEPT:
- a) The problem or cause of the conflict should be identified
  - b) All personnel should agree on the problem
  - c) When more than one problem is identified these problems should be prioritised through a participative process
  - d) Focus on one problem at a time starting from a problem with the highest priority
  - e) No manipulation and / or intimidation of personnel by other personnel or the nursing unit manager should be allowed.

**7. Effective and constructive management leads to:**

- a) Personal growth**
- b) Increased quality of work life for personnel**
- c) Increased group cohesion**
- d) Accomplishments of personnel and the nursing unit to the nursing service manager**
- e) All of the above**

**8. The most important aspect in developing team building and teamwork consists of the following EXCEPT:**

- a) Creation of mutual goals and objectives for the nursing unit**
- b) Personnel must have the opportunity to use their own knowledge, skills and experience to invest in the goals and objectives of the unit**
- c) all personnel must be involved in this process**
- d) Diversity among the personnel should be regarded as a hindrance.**
- e) Emotional outbursts, aggression and anger should not be allowed**

**9. Effective performance management leads to:**

- a) The evaluation and development of personnel**
- b) Leads to quality nursing care for patients**
- c) Enables the manager to help personnel who function at a satisfactory level to keep up satisfactory performance and to improve on the performance**
- d) Helps the nursing unit manager to identify personnel members who deserve promotion or who can be used for a specialized assignment**
- e) All of the above**

**10. Factors affecting staffing include the following aspects EXCEPT:**

- a) Layout of the nursing unit
- b) Age of patients
- c) Level of patient functioning
- d) Nature of care needed
- e) A physically very large nursing unit
- f) All of the above

**11. Types of quantitative research include the following EXCEPT:**

- e) Quasi-experiment
- f) Descriptive
- g) Co- relational
- h) Phenomenological

**12. Nursing unit manager initiates new research projects on particular issues and participants in the research project include the following participants:**

- a) In the nursing units
- b) In other institutions
- c) Other members of the health team
- d) United Nations Organizations
- e) Patients
- f) All of the above

**13. The quantitative research process using Devos (1998) model the Following:**

- a) Choice of a researchable problem
- b) Describing the research problem (problem formation)
- c) Conceptualizing and formulation
- d) Data collection
- e) Analysis and interpretation of data
- f) All of the above

**14. Approaches to conflict management include the following**

- a) Compromise**
- b) Competition**
- c) Smoothing**
- d) Collaboration**
- e) All of the above**
- f) None of the above**

**15. Nursing research means to:**

- a) Understand**
- b) Explain**
- c) Assess**
- d) Evaluate nursing issues and problems**
- e) All of the above**

**16. Nursing research includes research related to:**

- a) Clinical nursing**
- b) Nursing management**
- c) Nursing education**
- d) Ensure updated and continuous quality nursing care**
- e) All of the above**

**17. All the tasks and duties to be delegated should be analysed according to:**

- a) Their nature**
- b) Their extent**
- c) Their complexity**
- d) The time needed for their performance**
- e) All of the above**

**18. During delegation, co-ordination is important as it means:**

- a) To bring tasks, duties and responsibilities into proper relationship**
- b) To reach a specific goal of holistic nursing care**
- c) To hand over patients' records and progress reports**
- d) To have regular personnel meetings on a weekly or twice weekly basis**
- e) None of the above**
- d) All of the above**

**19. Causes of conflict at individual level include the following EXCEPT:**

- a) Lack of participation in decision- making**
- b) Rapid change**
- c) Unresolved disagreements**
- d) Insecurity**
- e) Jealousy**
- d) All of the above**

**20. When involved in a group conflict management the nursing unit manager and personnel should adhere to the following principles:**

- a) Diversity among personnel should be respected, accepted and recognised**
- b) Mutual trust between all personnel should be encouraged by respecting one another**
- c) Open and honest communication by all parties should be encouraged**
- d) Each person's input should be encouraged and valued by allowing the person enough time to express his or her views and feelings**
- d) All of the above**

**B. In the table drawn below, cross-match these problems that are likely to occur during performance appraisal with the appropriate descriptions. E.g. 1=C**

**Table 1: Problems during performance appraisal**

<b>Problems</b>	<b>Description</b>
<b>1. Halo effect</b>	<b>A. All personnel members are evaluated 'satisfactory' or 'average. On scale of one to five (1-5) all personnel members will be evaluated on three (3) for most of the aspects.</b>
<b>2. Horns effect</b>	<b>B. When the unit manager is personally biased against or wants to intimidate a specific personnel member he or she will mainly focus on the negative aspects and this will lead to overly negative and invalid appraisal.</b>
<b>3. Central tendency</b>	<b>C. The evaluator concentrates more on the positive aspects and overlooks the negative aspects. Personnel receive invalid positive evaluation.</b>
<b>4. Strictness/Leniency</b>	<b>D. Opposite of halo effect. Personnel receive invalid negative evaluation</b>
<b>5. Personnel bias/ Intimidation</b>	<b>E. Some nursing unit managers are overly strict/lenient and this will influence the outcome and validity of the appraisal.</b>

**TOTAL.....(25 marks)**



**QUESTION TWO**

- a) **Define ‘NURSING RESEARCH’..... (3points)**
  - b) **Name four (4) sources of possible research problems.....(4 points)**
  - c) **Outline five (5) reasons for why doing nursing research as a unit Manager is important..... (5points)**
  - d) **Mention three types of research usually used in nursing...(3points)**
  - e). **In nursing research two research designs exist namely:  
Quantitative and Qualitative research designs. For each type of design, state five (5) characteristics.....(10points).**
- Total.....(25 points).**

**QUESTION 3**

- a) Define the term 'Delegation'.....(2 points)
  - b) State five (5) problems associated with delegation in a unit.....(5 points)
  - c) Differentiate responsibility, accountability and authority by describing the meaning of these terms briefly.....(6 points)
  - d) D) List three approaches (3) to the assignment of nursing care in a unit.....(3 points).
  - e) State three (3) advantages and two (2) disadvantages of the team nursing approach.....(5 points).
  - f) Mention seven (7) aspects that should be included in a scheduling policy of on-duty and (off-duty) hours in the nursing unit.....(7 points)
- Total .....(30 points)**