UNIVERSITY OF SWAZILAND

FACULTY OF HEALTH SCIENCES

FINAL EXAMINATION

SECOND SEMESTER MAY, 2012

TITLE OF PAPER   : HEALTH SERVICES MANAGEMENT

COURSE CODE   :   NUR 404

TIME ALLOCATED   :   TWO HOURS

MARKS ALLOCATED   :   75

INSTRUCTIONS:

1. ANSWER ALL QUESTIONS

2. EACH QUESTION CARRIES 25 MARKS

3. READ INSTRUCTIONS CAREFULLY

4. PLEASE WRITE NEATLY AND LEGIBLY

N.B. DO NOT OPEN THIS PAPER UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

Question 1

For each of the following multiple questions, select the most appropriate answer. Write the question number and the letter representing the answer
e.g. 2. A

1. Leadership is a complex process that include the following concepts except:

   A. Authority and power

   B. Delegation and Influence

   C. Motivation and scheduling

   D. Responsibility and accountability

2. The traditional management function of leading is also known as ………

   A. Transformational leadership

   B. Transactional leadership

   C. Situational leadership

   D. Contingency leadership

3. The following are the factors that influence recruitment except:

   A. Requirements of statutory body

   B. Conditions in the labour market

   C. Organizational Philosophy

   D. The image of the institution

4. Preparation for an interview include the following except:

   A. Preparation of venue

   B. Preparation of interviewer

   C. Preparation of shortlist

   D. Preparation of interviewee

5. One of the strategies to reduce absenteeism is

    A. Formulating an attendance policy

    B. Planning human resource requirements for scheduling

    C. Measuring frequency of absenteeism

    D. Improve in-service training

6. A commitment to one's present job usually include such aspects as the following except:

    A. One's dedication to the profession

    B. The degree of one's commitment to family obligations

    C. The degree to which close friends support the personnel

    D. The degree of one's general training has succeeded in preparing one for the positions in different organizations

7. The phase of staff development programme that aimed at assisting the employee to keep up date with current health care trend is……..

    A. In-service education

    B. Continuing education

    C. Induction

    D. Orientation

8. The leadership style that places emphasis on communicating the vision to the employees:

    a. Participatory

    b. Bureaucratic

    c. Transformational

    d. Autocratic

9. The big five personality traits include the following except:
    A. Extraversion

    B. The positive emotionality

    C. Aggressiveness

    D. Openness

10. The following are the causes of stress in an organization except:
    A. Task demands

    B. Role demands

    C. Too much information for decision making

    D. Interpersonal demands

11. The leadership theory that presupposes that the most effective management style for a particular situation is determined by the maturity of the subordinates is.....

    A. Hersey and Blanchard's model

    B. Fiedler's contingency theory of leadership

    C. The Vroom-Yetton-Jago model

    D. Trait theory

12. The function of management that that keep deviations from planned activities is called:

    A. Staffing

    B. Control

    C. Organizing

    D. Leading

13. The manager who have information that is not accessible to other managers in an organization possess what kind of power

    A. Reward power

    B. Referent power

    C. Expert power

    D. Coercive Power

14. The following are leadership behaviour that are distinctively displayed during transformational leadership except:

A. Communication of a vision

B. Establishing a trusting relationship between leader and followers

C. Empowering of followers to make decisions and to avoid risks.

D. Effect change

15. The managers should ensure that there are attendance policies which should include the following except:

A. nonattendance is not rewarded

B. Policies are enforced consistently

C. Establishment of grievance procedures

D. Keeping records of frequent absenteeism

For the following questions, state whether the statement is true or false. Write true, if the statement is true and false if the statement is incorrect.

16, According to Maslow's need hierarchy theory the lower level needs include physiological, security and esteem needs.

17. A progressive discipline policy that imposes increasingly severe penalties is appropriate.

18. Some turnover is normal and desirable because it infuses the organization with fresh ideas.

19. One of the best ways to maintain adequate employee pool is word of mouth of satisfied and happy staff in the organization.

20. Structural control is concerned with how the elements of the organization structure are serving the intended purposes.

For the following questions fill in the blanks. Write the question number and the missing word(s) only.

21. The extend to which the contributions made by the individual match the inducement is called.......................................

22. A feeling of exhaustion that may develop when someone experiences too much stress for an extended period of time is called a...

23. The art of using legitimate power is known as ....

24. The set of activities an organization uses to attract job candidates who have abilities and attitudes needed to help the organization achieve its objectives are called.........

25. Personalized training of an individual employee so that he/she becomes acquainted with the requirements of the job itself is called...

Question 2

2.1 You are requested to conduct an interview with colleagues at your work place. Develop an interview guide to help you reach the interview goal..............................(10 marks)

2.2 State seven(7) reasons why you would not recommend the authoritative leadership style to your colleague who is in charge of a nursing/environmental department.........(7 marks)

2.3 Explain the reasons for induction of employees in an organization................(3marks)

2.4 Turnover has a negative effect on the productivity of an organization. Describe five (5) effects of staff turnover...(5marks).

[25 Marks]

Question 3

3.1 Explain the concept "psychological contract" in an organization (12 marks)

3.2 Describe sources of stress in health institutions..................... (9 marks)

3.3 Explain four (4) purposes of control in an organization (4)

[25 Marks]