

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

**FINAL EXAMINATION**

**MAY 2012**

**COURSE TITLE : HEALTH SERVICES MANAGEMENT V**

**COURSE CODE : NUR 501**

**TIME ALLOWED : 2 HOURS**

**TOTAL MARKS ALLOCATED: 75**

**NUMBER OF PAGES INCLUDING COVER: 3**

**INSTRUCTIONS:**      **1. PLEASE READ INSTRUCTIONS CAREFULLY**  
**2. ANSWER ALL QUESTIONS**

**MARK ALLOCATION: 1 MARK per FACT/CORRECT PHRASE**

**UNLESS OTHERWISE INDICATED**

***DO NOT OPEN UNTIL PERMISSION HAS BEEN GRANTED BY THE  
INVIGILATOR***

## QUESTION 1

Instruction: Read the scenario that is presented and answer the questions that follow.

### SCENARIO

You are the top level nursing manager in your organization. Over the past few years it has been observed that your healthcare organization has lost a considerable number of qualified nurses through the 'brain drain'. As a result you and your team are taking proactive steps to reverse the situation of nursing shortage.

Utilizing the knowledge gained from human resource management and strategic management answer the following questions.

### Questions.

- a) Describe five problems associated with this exodus of nurses. (10)
- b) What five documents will your team need in order to start addressing the problem? (5)
- c) Explain the various programs or strategies you would propose to be in place to address this problem under the following headings:
  - i. Strategies for increasing the supply of nurses. (6)
  - ii. Strategies aimed at the work environment (12)
  - iii. Strategies aimed at regulatory and policy issues. (2)

**MARKS: 35**

## QUESTION 2

Instruction: Read the scenario that is presented and answer the questions that follow

### SCENARIO

After graduating from the University four years ago, Nurse Thandi had been working as a Public Health Nurse. She enjoyed her work, but after 3 years in the position she decided to return to the hospital. As she stated, "I didn't want to lose the skills that I had acquired as a student". A year ago, she accepted a position on the evening shift in a surgical unit. After 3 months in the position, Thandi was promoted to Nursing Sister for her shift. The Nursing Assistants who were very capable caregivers had worked on the unit for years and quickly recognized Thandi's inexperience. They complained bitterly about their assignments. They were continually argumentative and/or sarcastic. They often gave Thandi the silent treatment and avoided eye contact. If asked to assist with an extra task on the unit, they procrastinated, and made excuses about not having time. The evening supervisor and matron did not offer much support. They indicated that good Nursing Assistants were hard to find and that Thandi needed to learn to handle these employees. Thandi was extremely discouraged and dreaded going to work. She was considering leaving the hospital. However, she first reviewed power and conflict theory. She wondered if communication strategies might work to address the issues.

### Questions.

- a) What four aspects of power and conflict are evident in this case study? (4)
- b) What five power and conflict resolution strategies might be helpful? (10)

- c) There are various areas that would benefit from quality improvement in healthcare. Describe any six of these. (11)

**MARKS :25**

**QUESTION 3**

**TRUE/FALSE**

**For each of the following statements decide whether they are true or false. Write True or False in your answer book. Do not write the whole sentence.**

STATEMENT
1. Discipline works best if it is viewed as a punitive (punishing) measure
2. A responsible manager should discipline only when policies or rules are repeatedly not followed
3. Intellectual inventiveness should be encouraged in nursing as long as it does not jeopardize patients' lives and conforms to laid down policies.
4. A consciencious manager ought to respect an expert nurse's intuitive opinion
5. One of the basic aims of financial management is to ensure that scarce resources are allocated in the most appropriate manner according to priority needs.
6. Incremental budgeting is the best form budgeting because money that was not utilized in the previous fiscal year can be used in the next.
7. Programme based costing utilizes the zero based budgeting approach because each activity is scrutinized from scratch.
8. Programme based budgeting allocates resources according to outcomes to be achieved
9. Inherent in the attainment of wisdom is the ability to understand how and why phenomena occur.
10. One of the best ways of ensuring that organizational employees are 'all-knowing' is to disseminate the knowledge over electronic media e.g website.
11. One of the environmental factors to consider in a SWOT analysis is the environment within which the work is performed
12. In strategic management it is <b>not</b> important to state strategic goals with due regard to time limits or frames.
13. In strategy development of the strategic management process evaluation of deviations against standards is carried out.
14. Goals should always be stated in affirmative form
15. Labour relations help to stabilize organizations in terms of harmony in the workplace.

**GRAND TOTAL: 75**