

UNIVERSITY OF SWAZILAND  
FACULTY OF HEALTH SCIENCES

DEPARTMENT OF GENERAL NURSING

MAIN EXAMINATION - DECEMBER 2012

TITLE OF THE PAPER : HEALTH SERVICES MANAGEMENT I  
COURSE CODE : NUR 303  
MARKS ALLOCATED : 75  
TIME ALLOWED : TWO (2) HOURS  
EXAMINER : MRS J.V MDLULI

Number of pages including cover page: 5

**INSTRUCTIONS**

1. Read questions carefully
2. Answer all questions
3. Write legibly
4. Each **explained** fact is worth 1 mark unless indicated otherwise

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

## QUESTION 1

1.1 A Unit Manager is in charge of a female medical ward with staff comprising Clinical Nurse Specialists in diabetes care, cardiac care and respiratory care. She also has a few registered nurses, Nursing Assistants, Orderlies and Nursing Students at various levels of training. She is trying to make a decision on the appropriate leadership strategy to use. She ultimately decides to utilize the situational leadership model. Answer the following questions related to this leadership style.

- a. What three circumstances have prompted her to adopt this leadership style?  
(3)
- b. Explain how she would use this leadership style on the nursing students. (5)
- c. How would she use this leadership style on the qualified staff? (5)
- d. Identify and describe the skills this manager should have in order to effectively use this leadership style. (5)

1.2 For performance appraisal to be fair and achieve its purposes it is important for unit managers to ensure that they are as free from errors and biases as possible. Describe any five common errors in performance appraisals and explain how these can be overcome. (10)

**TOTAL MARKS: [28]**

## QUESTION 2 A – Multiple Choice

Choose the letter that corresponds with the most correct answer, e.g, 1. D

2.1 Nurse Sibongile is a young Unit Manager of the Surgical Ward. Most of her staff nurses are senior to her, very articulate, confident and sometimes aggressive. Sibongile feels uncomfortable believing that she is the scapegoat of everything that goes wrong in her department. Which of the following is the best action that she must take?

- a. Identify the source of the conflict and understand the points of friction
- b. Disregard what she feels and continue to work independently
- c. Seek help from the Matron
- d. Quit her job and look for another employment.

2.2 Nurse Sibongile tells one of the staff, “I don’t have time to discuss the matter with you now. When the latter asks if they can talk about an issue, Nurse Sibongile responds “See me in my office later”. Which of the following conflict resolution strategies did she use?

- a. Smoothing
- b. Compromise
- c. Avoidance
- d. Restriction

- 2.3 Nurse Thabiso thinks about primary nursing as a system to deliver care. Which of the following activities is NOT done by a primary nurse?
- Collaborates with the physician
  - Provides care to a group of patients together with a group of nurses
  - Provides care for 5-6 patients during their hospital stay.
  - Performs comprehensive initial assessment
- 2.4 Which of the following is evidence that the controlling process is effective?
- The things that were planned are done
  - Physicians do not complain.
  - Employees are contended
  - There is an increase in customer satisfaction rate.
- 2.5 Ms. Valencia is responsible to the number of personnel reporting to her. This principle refers to:
- Span of control
  - Unity of command
  - Carrot and stick principle
  - Authority
- 2.6 The nurse has recently been assigned to manage a cardiac care unit at a large urban hospital. The nurse's leadership style is participative, with the belief that all staff members assist in decision making and the development of the unit's goals. Which leadership style is the nurse implementing?
- Democratic
  - Laissez faire
  - Autocratic
  - Situational
- 2.7 A new nursing graduate is attending an institutional orientation regarding the nursing model of practice implemented in the health care facility. The nurse is told that the nursing model is a team nursing approach. The nurse understands that planning care delivery will be based on which characteristic of this type of nursing model of practice?
- A task approach method is used to provide care to clients
  - Managed care concepts and tools are used in providing client care
  - A Registered Nurse leads nursing personnel in providing care to a group of clients
  - A single Registered Nurse is responsible for providing nursing care to a group of clients.

- 2.8 The Nurse Manager has implemented a change in the method of the nursing delivery system from functional to team nursing. A Nursing Assistant is resistant to the change and is not taking an active part in facilitating the process of change. Which of the following is the best approach in dealing with the Nursing Assistant?
- a) Ignore the resistance
  - b) Exert coercion with the nursing assistant
  - c) Provide a positive reward system for the nursing assistant
  - d) Confront the nursing assistant to encourage verbalization of feelings regarding the change.
- 2.9 During orientation, a graduate nurse learns that the nursing model of practice implemented in the facility is a primary nursing approach. When the nurse attends report on the medical unit, the nurse will verify with the staff which of the following characteristics of primary nursing?
- a) Critical paths are used when providing client care
  - b) The nurse manager assigns tasks to the staff members
  - c) A registered nurse (RN) leads nursing staff in providing care to a group of clients
  - d) A single RN is responsible for planning and providing individualized nursing care to clients.
- 2.10 The Unit Manager of a surgical ward is feared because he is sometimes hostile and wants work done according to his way. A subordinate performs well in this clinical area because he is fearful of getting a bad appraisal. This type of motivation to work is based on which motivation theory?
- a) Likert's participative management theory
  - b) McClelland's Basic needs theory
  - c) McGregor's Theory X
  - d) Taylor's Monistic theory

MARKS: 10

## **QUESTION 2.2      B**

The scheduling process assigns personnel to work specific shifts, hours and days in their clinical area. As a Unit Manager you have been asked by your supervisors to explain to your staff four (4) scheduling methods that can be used in your unit. The following questions relate to this scenario.

- 2.2.1 Explain any four scheduling methods that can be used in the unit. (4)
- 2.2.2 Explain six (6) principles that must be considered when scheduling personnel. (6)
- 2.2.3 Describe any five (5) work- related causes of absenteeism that you may encounter as a manager. (5)

MARKS:15

**TOTAL MARKS:[25]**

## **QUESTION 3**

Conflicts can be a source of chronic frustration, or they can lead to increased effectiveness in organizations and groups. You have been asked to give a lecture on strategies that can be used to resolve conflicts so that people interact more cooperatively with others.

**Discuss** eleven (11) methods or strategies for conflict resolution that you would include in your lecture.

**TOTAL MARKS: [22]**