

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
DEPARTMENT OF GENERAL NURSING
SUPPLEMENTARY EXAMINATION –JULY 2013

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: 4

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 Discuss the process of policy formulation (15)

1.2 Explain how performance appraisal achieves the following: (8)

- a. Determine job competence against set standards, enhance staff development and motivate personnel.
- b. Identify learning needs of personnel
- c. Discover employee aspirations and recognize achievements
- d. Promote quality nursing care to clients

1.3 Outline 4 principles of delegation(4)

Marks : 27

QUESTION 2

2.1 Explain how patient and staff factors affect scheduling within the unit. (12)

2.2 Discuss why these should be considered when scheduling staff? Give appropriate examples. (8)

- a) Provision should be made for high workload times
- b) Days off should be spaced together whenever possible
- c) Staff members' requests are considered as far as possible
- d) Duty schedules should be displayed well in advance

2.3 List any three personal causes of absenteeism (3)

MARKS: 23

QUESTION 3

3.1 Explain any eight strategies you would use to reduce employee absenteeism. Give appropriate examples.

(16)

QUESTION 3.2 MULTIPLE CHOICE

1. An obligation to perform certain duties and accept reprimand for unsatisfactory work is called:
 - a. Authority
 - b. Power
 - c. Control
 - d. Responsibility

2. When assessing work to be delegated these aspects are considered *except*
 - a. Type
 - b. Amount
 - c. Complexity
 - d. How interesting it is

3. Which of the following is not a motivational strategy in the unit?
 - a. Providing for basic physical and physiological needs of the personnel
 - b. Providing favourable working conditions in the unit
 - c. Providing adequate human resources in the unit
 - d. Asking personnel to dedicate themselves by working longer hours.

4. The way work is arranged and allocated among members of an institution is part of :
 - a. Directing
 - b. Planning
 - c. Control
 - d. Organising

5. Which of the following defines 'authority'
 - a. It is the legitimate use of power and the right of a person to make decisions
 - b. It is a diagrammatic representation of reporting relationships
 - c. It refers to an obligation to perform certain duties
 - d. It refers to being in charge of a unit.

6. The conferring of special authority from a higher status levels to a lower one is called
 - a. Span of control
 - b. Delegation
 - c. Accountability
 - d. Relegation

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7. When a manager perceives one positive characteristic about an employee and generalizes it into an overall high rating in a performance appraisal, what source of error is s/he influenced by?
 - a. Bias
 - b. Halo effect
 - c. Similar-to-me effect
 - d. Superiority complex.

 8. Which of these does not constitute routine in a nursing unit?
 - a. Attending ad hoc meetings called by senior management
 - b. Wound care
 - c. Taking laboratory samples
 - d. Giving report at shift changeover

 9. Performance management entails evaluation andof personnel performance in the unit?
 - a. Remuneration
 - b. Development
 - c. Rewarding
 - d. Direction

MARKS :25