

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF HEALTH SCIENCES**  
**FINAL EXAMINATION DECEMBER 2012**

**COURSE TITLE: HEALTH SERVICES MANAGEMENT- LEADERSHIP**

**COURSE CODE: NUR 330**

**MARKS ALLOCATED: 75**

**TIME ALLOWED: 2 HOURS**

**INSTRUCTIONS**

- 1. The paper has two (2) sections, Section 1 and 2.**
- 2. Answer all questions in each section.**
- 3. Section 1 has a total of 25 marks; Section 2 has two questions worth 25 marks each.**
- 4. One [1] mark will be awarded for each correct point.**
- 5. Read the questions carefully before answering.**
- 6. Write legibly.**

**DO NOT OPEN THE QUESTION PAPER WITHOUT PERMISSION FROM THE INVIGILATOR.**

## SECTION 1

1.1. A. For each of the following questions or statements select the most appropriate response and write the corresponding letter in your answer sheet in UPPERCASE e.g. 12. D

Refer to the scenario below to answer Questions 1 - 5

As a Nurse Manager in the National Mental Health Hospital, you have assigned three nurses to the Acute Ward (Ward 3) and you expect these nurses to apply the Nursing Process comprehensively in patient care.

1. What do you understand by the concept Nursing Process?
  - A. A series of intervention strategies for problem solving
  - B. The theoretical thinking of scientifically solving problems
  - C. A critical thinking process to solve problems
  - D. A creative method of planning nursing care [1]
  
2. What does the planning stage of the nursing process entail?
  - A. Utilizing knowledge to decide what is best for the patient
  - B. Collecting all relevant data
  - C. Carrying out the required nursing interventions
  - D. Reviewing the patient's condition [1]
  
3. The nursing process guides your nurses to perform all of the following **EXCEPT:**
  - A. Collect data
  - B. Formulate nursing diagnosis
  - C. Execute nursing care
  - D. Prescribe morphine [1]
  
4. What activities will your nurses carry-out during the assessment phase of the Nursing Process? The nurses will systematically \_\_\_\_\_
  - A. Gather, verify and implement data about the patient
  - B. Collect, verify and record data about the patient
  - C. Collect, monitor and record data about the patient
  - D. Gather, group and record data about the patient [1]
  
5. As a Nurse Manager you are a leader if you execute all of the following, **EXCEPT:**
  - A. Thinking for longer-term period
  - B. Looking towards achievement in the larger organization
  - C. Influencing others beyond Ward 3
  - D. Imitating what other managers do [1]

6. Nurse Manager Mvila supervises a team of 6 nurses in Ward D. Three nurses believe she is the nicest manager because she does not mind what time they arrive at or leave work. The rest of the nurses feel overworked and are constantly stressed due to multiple tasks they have to carry out. Which are characteristic behaviours of Nurse Manager Mvila's Laissez Faire leadership style?

- A. Punitive criticism and downward communication
  - B. Joint decision making and little direction
  - C. Coercion and constructive criticism
  - D. Permissiveness and no direction
- [1]

7. All of the following are parts of the management cycle, **EXCEPT:**

- A. Leading
  - B. Planning
  - C. Delegating
  - D. Modifying
- [1]

8. Which of the following constitute steps of the management process?

- (i) Planning, delegating
  - (ii) Planning, organizing
  - (iii) Staffing, directing, controlling
  - (iv) Directing, supporting and controlling
  - (v) Staffing, contingency and leadership
- A. i & ii
  - B. ii & iii
  - C. ii & iv
  - D. i & v
- [1]

9. The following are attributes of effective communication in multidisciplinary teamwork, **EXCEPT:**

- A. A group spirit with common understanding
  - B. More staff turnover
  - C. Clarification of responsibilities
  - D. A comfortable environment
- [1]

10. The health professionals in Ward A have recently developed their ward procedure manual which they have been working on for months. The nurses, doctors and counsellors in the wards were all involved. As a result of the order in carrying out procedures, they are now able to spend more time attending to their patients and in-house staff development. What are the characteristics of this team?

- A. Constant conflict, self evaluation
- B. Procrastination, clear communication
- C. Mutual accountability, productivity
- D. Slow growth, minimal competition [1]

1.1. B. Describe the implications of violating each of the following psychiatric patients' rights:

- (i) Right to confidentiality [2]
- (ii) Right to respect [2]
- (iii) Right to quality services that comply with standards [2]

1.1. C. A Nurse Manager has to be exemplary in executing her duties and dealing with time wasters in a unit. Describe actions that a Nurse Manager would perform to limit the following time wasters in the Unit.

- (i) Inability to delegate [2]
- (ii) Meetings [2]
- (iii) Poor communication [2]
- (iv) Inadequately described policies and procedures [3]

**TOTAL = 25 MARKS**

## SECTION 2

### QUESTION 1

**2.1. A.** The Nurse Manager is responsible for developing the mission, philosophy and goal for the Unit. As a Nurse Manager, you are recently placed in charge of Mbasheni Clinic, which is a rural clinic in the Hhohho region that provides comprehensive health care services. For this clinic define each and develop the following:

- (i) Mission; [3]
- (ii) Philosophy; [3]
- (iii) Goal [3]

**2.1.B.** As you assume your responsibilities at Mbasheni Clinic (above), you find that health personnel in this clinic work in disunity. They rarely agree on the course of action to be taken to improve patient care. Describe how you would facilitate team work in the Clinic. [7]

**2.1.C.** Multidisciplinary team members have to respect each other's disciplines in order to succeed in providing quality patient care. Select any three (3) health professionals of the multidisciplinary team and explain what each one's responsibilities are in providing quality care at Mbasheni Clinic. [9]

**TOTAL = 25 MARKS**

### QUESTION 2

**2.2. A.** Nurse Managers can prevent burnout in their Units by controlling stress amongst subordinates. Describe five (5) techniques that they can use to help control work-related stress in a Unit. [10]

**2.2. B.** The role of the Manager in a Nursing Unit involves facilitating the teaching-learning process among students. Discuss five (5) attributes of the Nurse Manager which promote learning for students attached to their unit. [15]

**TOTAL = 25 MARKS**