

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES

FINAL EXAMINATION

DECEMBER 2012

TITLE: HEALTH SERVICES MANAGEMENT III

COURSE CODE: NUR 403

TIME ALLOWED: 2 HOURS

**INSTRUCTIONS: 1. PLEASE READ INSTRUCTIONS
CAREFULLY
2. PLEASE ANSWER ALL QUESTIONS
3. MARK ALLOCATION: 1 MARK PER
FACT**

TOTAL MARKS: 75

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GRANTED BY THE INVIGILATOR***

QUESTION 1

MULTIPLE CHOICE QUESTIONS FOR 1 -10. For each of the following statements or questions, choose the option that best describes the answer.

Example 1. B

You have been recently promoted at the Mbabane Government Hospital to Matron I level.

1. You understand that the purpose(s) of management is (are) to:
 - i. Set and achieve the organisation's objectives through action taken by its members.
 - ii. To maintain balance between conflicting goals.
 - iii. To achieve efficiency and effectiveness.
 - iv. Ensure progress in the organisation.
 - A. i, ii, iv
 - B. ii, iii
 - C. i, iv
 - D. i, ii, iii

2. As Matron I you are required to give directions to your subordinates. Which function of Health Services Management are you practising?
 - i. Leading
 - ii. Planning
 - iii. Organising
 - iv. Controlling
 - A. i
 - B. iv, i
 - C. ii, iii
 - D. iv

3. Which of the following must be known and understood by patients and the community that the health care service serves?
- A. Procedures
 - B. Policies
 - C. Rules and regulations
 - D. Mission statements.
4. All of the following statements are true about planning; EXCEPT
- A. Planning is necessary for organisational success because it reduces the need for panic/crisis planning.
 - B. The following are among the essential components of a planning document: policy, time schedules, objectives, financial analysis/budget
 - C. Planning is the only element that gives nursing direction and compels it forwards
 - D. Planning is an umbrella term for strategic and operational plans.
5. Effectiveness is often discussed in management theories. How would you describe effectiveness in management?
- i. Effectiveness is concerned with 'doing things right'
 - ii. Effectiveness is primarily a question of 'doing the right things'.
 - iii. Effectiveness means satisfying the supervisor.
 - iv. Effectiveness means working towards achieving the goals of the organisation.
- A. i, iv
 - B. i, ii
 - C. iii
 - D. ii, iv

6. Which are three major elements in the systems approach to management?
- A. targets, outputs and feedback
 - B. inputs, throughputs/conversion (transformation) and outputs
 - C. effectiveness, efficiency and strategy
 - D. control, coordination and feedback
7. In his Management Theory, Henry Fayol (year) articulates 14 'principles of management'. These are the precepts which he applied most frequently during his working life. He emphasised that these principles were not absolute but capable of adaptation, according to need. One of the principles refers to the right to give orders – which principle does this refer to?
- A. Discipline
 - B. Authority
 - C. Unity of command
 - D. Subordination of individual interests to general interest
8. Which of the following is least likely to be considered as a pioneer of 'Scientific Management'?
- A. Taylor
 - B. Gilbreth
 - C. O'Donnell
 - D. Gantt
9. Frederick Taylor was passionately interested in?
- A. Business strategy
 - B. The role of the external environment in management
 - C. The motivation of workers
 - D. The efficiency of working methods

10. All of the following are major characteristics of open systems; EXCEPT
- A. Convert inputs into outputs
 - B. Discharge their outputs into their environment
 - C. Receive inputs or energy from their environment
 - D. Completely self-supporting
11. You are a manager of a new health institution. In collaboration with your subordinates, you are expected to develop the vision, mission statement and philosophy. You understand that the vision of an organisation reflects:
- A. What is current in an organisation,
 - B. Focuses on the future state of an organisation
 - C. Lack of motivation of employees by focussing on future issues
 - D. Merely a document displayed on notice boards with no specific significance
12. Scalar chain means;
- i. Line of authority should extend from the lowest level to the highest.
 - ii. Line of authority should extend from the highest level to the highest.
 - iii. Line of authority should extend from the highest level to the lowest.
 - iv. Line of authority should extend laterally.
- A. i
 - B. ii, i
 - C. iii
 - D. i, iv
13. Basic elements of an organisational structure could be divided into all these EXCEPT:
- A. Specialisation,
 - B. Standardisation
 - C. Coordination and
 - D. Centralisation.

14. The systems approach tries to solve problems by looking at the interrelationships between the systems;

- i. input, (human and physical resources)
- ii. throughput, (the processes)
- iii. output (product) and
- iv. environment

- A. i
- B. ii, iv
- C. i, ii, iii, iv
- D. iii

15. Management by objectives mainly;

- A. Improves staff motivation and productivity.
- B. Makes decisions without strong time pressures.
- C. Increases interpersonal skills and conceptual abilities of supervisors.
- D. Devises plans to implement the objectives and carry out periodic evaluation of progress towards the attainment of the objectives.

(15)

DISCUSSION QUESTIONS:

QUESTION 2

2.1 Describe with an aid of a diagram the systems approach to a health care organisation as an open system. (15)

QUESTION 3

3.1 Discuss six (6) characteristics of the matrix organisational structure. (12)

3.2 Describe the guidelines to be taken into consideration when incorporating the matrix organisational structure. (13)

QUESTION 4

- 4.1 Design the vision, mission statement and the philosophy of a new health care centre. (20)

TOTAL 75