

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
FINAL EXAMINATION
SECOND SEMESTER MAY, 2013

TITLE OF PAPER : HEALTH SERVICES MANAGEMENT IV
COURSE CODE : NUR 404
TIME ALLOCATED : TWO HOURS
MARKS ALLOCATED : 75

INSTRUCTIONS:

- 1. ANSWER ALL QUESTIONS**
- 2. EACH QUESTION CARRIES 25 MARKS**
- 3. READ INSTRUCTIONS CAREFULLY**
- 4. PLEASE WRITE NEATLY AND LEGIBLY**

N.B. DO NOT OPEN THIS PAPER UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

Question 1

For each of the following multiple questions, select the most appropriate answer. Write the question number and the letter representing the answer in the answer book.

e.g. 4.A

1. Which of the following best defines staffing strategy?
 - A. Is a Human resource plan to fill positions in an organization with qualified personnel.
 - B. Is a set of actions undertaken to determine the organizations' future human resources' needs, recruit and select qualified applicants to meet the needs of the organization.
 - C. Is a structured approach to the process of identifying and allocating unit - based personnel resources in the most effective and efficient manner.
 - D. Is the process used by organizations to seek out or identify applicants for potential employment.

2. Theprocess includes reviewing, sorting, ranking and offering of candidates recruited for a job.
 - A. Recruitment
 - B. Selection
 - C. Staffing
 - D. Retention

3. For the renewal of licensure in Swaziland, the regulatory body requires that nurses bring a confirmation that they have undergone.....
 - A. Continuing professional development.
 - B. Continuous education
 - C. In-service education
 - D. Staff development programme.

4. The following are the measurements according to which absenteeism is expressed **EXCEPT:**
 - A. Frequency of absence
 - B. Single-day absence
 - C. Number of days absent per week
 - D. Paid and unpaid

5. An assertive message contains the following components **EXCEPT:**
 - A. A non-judgemental description of the behaviour to be changed
 - B. An explanation of the concrete and tangible effect of the other person's behaviour.
 - C. An in-depth disclosure of honest feelings
 - D. A statement of solution desired or an invitation to solve the problem.

6. The following are organizational factors which the leader's behaviour depends on **EXCEPT** :
- A. The type of organization
 - B. Professionalism
 - C. Time for consultation
 - D. Rules and Standards
7. A leader may be admired because of certain characteristics which inspire followers. This type of power is called.....
- A. Reward power
 - B. Connection power
 - C. Referent power
 - D. Expert power
8. The following are the purposes of control function **EXCEPT**:
- A. To assist the organization to adapt to environmental changes
 - B. Limit the accumulation of debts
 - C. Cope with organizational complexity
 - D. Minimize costs
9. The following are the components of the control process **EXCEPT**:
- A. Establish procedures
 - B. Measure performances
 - C. Compare performance against standards
 - D. Determine need for corrective action
10. A new employee experiencing role ambiguity because of poor orientation and training practices by the organization will suffer from which work related stress?
- A. Physical demands
 - B. Task demands
 - C. Role demands
 - D. Interpersonal demands
11. The following are the personal traits that have been linked to creativity in individuals **EXCEPT**:
- A. Attractions to complexity
 - B. High levels of energy
 - C. Independence and autonomy
 - D. Strong self-image

12. The act of choosing one alternative among a set of alternatives is called....
- A. Problem solving
 - B. Decision making
 - C. Non-programme decision making
 - D. Programme decision making
13. Thetheories assert that leadership could be learned and certain characteristics make an effective leader.
- A. Situational theories
 - B. Traits Theories
 - C. Contingency Theories
 - D. Behavioural Theories
14. Evaluation is similar to the..... management function.
- A. Planning
 - B. Leading
 - C. Controlling
 - D. Organizing
15. Factors that influence recruitment are both internal and external. Which of the following is an internal factor?
- A. Government
 - B. Regulatory body restrictions
 - C. Conditions in the labour market
 - D. The image of the institution

For the following five (5) questions fill in the blanks with the missing word(s). Write the question number and the missing word(s) only.

16. The..... is the basic assumption that individuals have about their relationship with their organization.
17. The extent to which the contributions made by the individuals match the inducements offered by the organisation is called.....
18. Employees with high rate of absenteeism are laid off during
19. An attitude that reflects the extent to which an individual is gratified by or fulfilled in his or her work.
20. This is evaluating the effectiveness of an organization and ensuring that the resources are used adequately and correctly is called.....

For the following questions, state whether the statement is true or false. Write true, if the statement is correct and false if the statement is incorrect.

21. Attitudes are important because they are the mechanism through which most people express their feelings.

22. A reason for an imprecise person-job fit is that both people and organisations change. An individual who finds a new job stimulating and exciting may find the **same** job boring and monotonous after a few years of performing it.

23. Decision-making forms the core of the management process since a decision is a prerequisite for any significant action by either the manager himself or by his subordinates.

24. Psychological consequences of stress interfere with an individual's emotional health and well-being.

25. Post action Control focuses on the outputs of the organization after the transformation process is complete.

TOTAL MARKS=25

Question 2

2.1 Explain and motivate the factors that play a role in the efficacy of recruitment programme..... (11 marks)

2.2 Explain and motivate what strategies should a transformational leader use to bring about change in an organization..... (4 marks)

2.3 Analyse and discuss the strategies that managers can use to manage time in an organization..... (10 marks)

TOTAL MARKS=25

Question 3

- 3.1 Control can focus on any area of an organization. Most organizations define areas of control in terms of four basic types of resources they use. Analyse and discuss the four (4) areas of control..... (4 marks)
- 3.2 Analyse and discuss the five big personality traits that are especially relevant to organisations. (12 marks)
- 3.3 Analyze and discuss delegation as a threat to delegation of duties by managers. (5 marks).
- 3.4 Discuss the concept “**organizational commitment**”..... (4marks)

TOTAL MARKS=25