

UNIVERSITY OF SWAZILAND

FACULTY OF HEALTH SCIENCES

FINAL EXAMINATION

MAY, 2013

TITLE OF PAPER : HEALTH SERVICES MANAGEMENT

COURSE CODE : NUR 501

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, e.g. 4. A

1. Intellectual inventiveness is also known as:
 - A. Critical thinking
 - B. Decision making
 - C. Creativity
 - D. Lying

2. When management takes time to review information that has been collected about an issue of concern, what process are they exercising?
 - A. Verification
 - B. Incubation
 - C. Preparation
 - D. Illumination

3. When top management goes through a process of continuous positioning or repositioning of an organization to go with current trends, it is practicing:
 - A. Organizing
 - B. Strategic planning
 - C. Strategic management
 - D. Controlling

4. Strategic management is practiced well where the leadership style is:
 - A. Participative
 - B. Authoritarian
 - C. Laissez faire
 - D. Non existent

5. A non governmental healthcare organization has a number of similar organizations competing for the same client base. This would be viewed as a to the survival of that organization.
 - A. Threat
 - B. Strength
 - C. Weakness
 - D. Opportunity

6. When an organization is examining its core business, it is assessing:
 - A. Human resource availability
 - B. Financial resources

- C. Infrastructure of the organization
- D. The nature and scope of service delivery

7. Which of the following is true about organizational threats?

- A. They are lacks or internal organizational weaknesses
- B. They are strong points in an organization that make it survive
- C. Threats have a negative impact on the sustainability of the healthcare organization.
- D. They need to be balanced with strengths of the organization

8. Direct functions of top level management include all the following **except**:

- A. Receiving input from middle management for strategic planning.
- B. Formulating strategic goals for the organization
- C. Dealing with the day to day running of departments
- D. Setting organizational standards.

9. Which of the following policy development theories assumes that all relevant values of society are known and that any sacrifice in one or more values that is required by a policy is compensated for by the attainment of other values?

- A. Marxist
- B. Group theory
- C. Elite theory
- D. Rational model

10. When an organization conducts an organizational profile analysis which of the following would be assessed?

- A. Technological environment
- B. Economic environment
- C. Societal influences
- D. All the above

11. Which of these are not reliable methods of data storage?

- A. Computers
- B. Telecommunication
- C. Elderly as custodians of data
- D. Paper media

12. In the creative process of decision making, incubation refers to:
- A. Taking time to review collected information.
 - B. Generating creative solutions
 - C. Recognizing which events are most important.
 - D. Identification of problems
13. Which of these is not data that is managed in an organization?
- A. Patient records
 - B. Financial records
 - D. Reports of committees
 - D. the grapevine
14. The approach to decision making characterized by the nurse using pattern recognition, sense of salience and common sense understanding is referred to as:
- A. The routine process
 - B. The intuitive approach
 - C. The creative approach
 - D. Problem solving
15. The kind of source power where the person in authority embarrasses a subordinate in front of other workers is referred to as:
- A. Referent power
 - B. Reward power
 - C. Coercive power
 - D. Legitimate power
16. The ongoing process of ensuring a competitively superior fit between an organization and its changing environment is known as:
- A. Information management
 - B. Creative thinking
 - C. Strategic planning
 - D. Strategic management
17. Measuring actual performance against set standards is done at which stage of strategic management?
- A. Strategy execution
 - B. strategy development
 - C. Strategy review
 - D. Strategy analysis

18. The following are the fundamental principles of financial management **EXCEPT**:
- A. Cost benefit principle
 - B. Risk return principle
 - C. Time value of money principle
 - D. Expenditure principle
19. The quality improvement process includes the following strategy **EXCEPT**:
- A. Strategy analysis
 - B. Strategy development
 - C. Strategy execution
 - D. Strategy plan
20. The best definition of information is:
- A. Collection of data that may or may not be related
 - B. An understanding of how data will change over time
 - C. That which is of interest to a person
 - D. An understanding of the relationships between pieces of data

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

21. The means of control by which supervisory personnel correct behavioural deficiencies and ensure adherence to established organizational rules is referred to as.....
22. A written guideline to direct decision making and regulate behaviour is.....
23. Those activities meant to address employee/management concerns are referred to as.....
24. Themanagers comprise a relatively large number of personnel.
25. The appointment of a third party to act as an adjudicator is called.....

QUESTION 2

- 2.1 Explain six (6) functions of top level management(6 marks)
- 2.2 State five (5) purposes of strategic planning..... (5 marks)

- 2.3 Explain the four (4) steps in the training and development process. (7 marks)
- 2.4 State three (3) goals of human resource development (3 marks)
- 2.5 Mention the four (4) types of data and information that are managed in an organization..... (4 marks)

[Total marks = 25]

QUESTION 3

- 3.1 Describe the principles of disciplinary action..... (10 marks)
- 3.2 Explain Five (5) purposes of a knowledge management system..... (5 marks)
- 3.3 Explain factors for quality improvement in an organization (6 marks)
- 3.4 State the four steps of strategy review (4 marks)

[Total marks = 25]