

UNIVERSITY OF SWAZILAND

FACULTY OF HEALTH SCIENCES

DEPARTMENT OF GENERAL NURSING

FINAL EXAMINATION - NOVEMBER 2013

TITLE OF THE PAPER : Health Services Management I

COURSE CODE : NUR 303

MARKS ALLOCATED : 75

TIME ALLOWED : Two (2) hours

INSTRUCTIONS

1. Read questions carefully
2. Answer all questions
3. Write legibly

DO NOT OPEN THE QUESTION PAPER UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

QUESTION 1

1.1 Explain the following scheduling methods ;

- a. Self scheduling (2)
- b. Rotating / alternating work shifts (2)
- c. Permanent shifts (2)
- d. Cyclical or block scheduling (2)

1.2 Explain any five principles of scheduling. (10)

1.3 State any seven activities that a manager may be expected to perform. (7)

TOTAL MARKS [25]

QUESTION 2 - SECTION A

For questions 2.1 to 2.15 decide whether the statements are True or False. Write only the answers in your answer book e.g, 2.1 = False.

- 2.1 It is desirable for a manager to have leadership skills as well.
- 2.2 During the planning stage of the management process the manager must set an evaluation strategy for objectives set.
- 2.3 The cornerstone of the management process is control
- 2.4 All those professionals who oversee operations at the client/s primary level of contact are at middle level management.
- 2.5 Leading refers to the coercing of subordinates to strive to attain the goals and objectives of the organisation.
- 2.6 The right of a leader to make decisions with consequent expectations on the behaviour of the followers is authority.
- 2.7 Responsibility and accountability are synonymous (interchangeable) terms.
- 2.8 The control phase of the management process enables management to cope with continuous change and uncertainty.
- 2.9 The focus of control excludes clinical performance.
- 2.10 Management is about efficiency in activity performance while leadership is about effectiveness of performance.
- 2.11 The scientific approach to patient care is the nursing process.
- 2.12 A subordinate who has been delegated a task by the manager is eventually accountable for the execution of such task

- 2.13 The regional health and social welfare structures are responsible for overall coordination of regional health and social welfare activities in Swaziland.
- 2.14 There is unequal distribution of health facilities in Swaziland with oversupply in some regions
- 2.15 While the nurse manager is responsible for storage of drugs in the ward s/e is not responsible for the stock level of drugs in the unit.

QUESTION 2 – SECTION B (MULTIPLE CHOICE)

Select the most appropriate answer to the question.

- 2.16 The way work is arranged and allocated among members of an institution is part of :
- A. Directing
 - B. Planning
 - C. Control
 - D. Organising
- 2.17 The allocation of specific task to a specific personnel is called
- A. Job assignment
 - B. Job description
 - C. Delegation
 - D. Duty schedule
- 2.18 Which of the following describes the duties and responsibilities of a nurse?
- A. Job assignment
 - B. Working conditions
 - C. Job description
 - D. Duty schedule
- 2.19 Which of these forms of communication presents information that is often fragmented and incomplete?
- A. Symbolic communication
 - B. Nonverbal communication
 - C. Grapevine
 - D. Verbal communication
- 2.20 Which of these is **not** considered when assessing the subordinate for delegation?
- A. Trustworthiness to complete the tasks.
 - B. Social status

- C. Ability to perform the tasks
D. They are all not considered
- 2.21 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.
- 2.22 Which theory postulates that to keep workers on a high productivity level, an incentive is always needed?
- A. Herzberg's two factor theory
 - B. Abraham Maslow
 - C. McGregor's theory X
 - D. Taylor's Monistic theory
- 2.23 Which of the following is a supporting service in the unit?
- A. Medication rounds
 - B. Providing linen from the laundry
 - C. Doctor's round
 - D. Wound dressings
- 2.24 In Booyens (2008), the type of delegation which entails telling someone to do small specific tasks like sending them for something, is referred to as:
- A. Stewardship delegation
 - B. Gofer delegation
 - C. Task description
- 2.25 Which of the following does not affect span of control?
- A. Authority of the manager
 - B. Degree of interaction required between a manager and subordinate
 - C. Competence of both manager and employee
 - D. The physical division of subordinates

TOTAL MARKS [25]

QUESTION 3

- 3.1 Discuss five (5) characteristics of an effective leader. (10)
- 3.2 List any five features of a well organised unit (5)
- 3.3 Explain three principles which are applied to organisational charts (6)
- 3.4 Explain four factors affecting delegation (4)

TOTAL MARKS [25]