

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF HEALTH SCIENCES**  
**SUPPLEMENTARY EXAMINATION: FIRST SEMESTER**  
**JULY 2014**

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

**COURSE CODE: NUR 330**

**MARKS ALLOCATED: 75**

**TIME ALLOWED: 2 HOURS**

**INSTRUCTIONS**

- 1. The paper has three (3) sections, answer all questions**
- 2. Read the questions carefully before answering**
- 3. Write legibly.**
- 4. Begin each section on a fresh page.**

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

## QUESTION 1

For the following statements (1.1 to 1.5) state if it is TRUE or FALSE by writing the number and the response in your answer sheet e.g. 1.30). TRUE.

- 1.1 It is normal practice to develop an organizational Mission from the Philosophy. [1]
- 1.2 The term 'burnout' is used to describe the phase when workers are no longer able to cope with stress. [1]
- 1.3 Developing one's skills may help in managing stress in the workplace. [1]
- 1.4 A manager who is active at work gets work done early. [1]
- 1.5 The open-door policy improves a manager's effectiveness and teamwork. [1]

Questions 1.6 and 1.7 refer to the scenario below.

Nurse Khumbu is the nurse manager in Ward 10 in the Mental Health Hospital. The patients in the unit are always seen to be clean and eat and get their medications on time. Even the patient charts are neatly lined in a corner cabinet and the report book is neatly covered and all patients recorded. However, whenever the nurses who work with her hear the sound of her shoes as she approaches, they all rush to find something to do within the ward. Yesterday as they ran to avoid confrontation, Mancoba who was having his tea burnt himself.

1.6 Nurse Khumbu can be termed as a....

- A. Traitist leader
- B. Bureaucratic leader
- C. Autocratic leader
- D. Harsh leader [1]

1.7 The nurses in Ward 10 are likely to respond towards Nurse Khumbu's leadership in all the following ways EXCEPT:

- A. Criticize her decisions
- B. Become confused
- C. Have low morale
- D. Harbour hostility [1]

1.8 One of the following is a principle of therapeutic communication between nurses and patients:

- A. Patients are treated with respect and families are not included during discussions
- B. Patients are given factual information about disease process and told to research medical terms
- C. An interpreter found at the hospital gate is used if there is a language barrier
- D. A neutral location for difficult interactions is used to discuss patient progress. [1]

1.9 All the following are aspects of a ward teaching programme EXCEPT:

- A. Orientation to the ward
  - B. Care and support of clients
  - C. Learning nursing values
  - D. Discussion of wages
- [1]

1.10 The following is true about ward teaching EXCEPT:

- A. The unit manager teaches by example
  - B. The teaching schedule should be time bound
  - C. Ward teaching may not be formal
  - D. Learners and unit staff learn better by observing
- [1]

**Match the following leadership styles (on the right) with the description (on the left).**

**E.g. 1.30) Democratic**

Description	Leadership style
1.11 Leader stays in close contact with employees. [1]	Laissez- faire Democratic
1.12 Leader has overall view of the final goal to be achieved. [1]	Bureaucratic Autocratic
1.13 Employees have low productivity, satisfaction and cohesiveness. [1]	
1.14 Employee satisfaction is derived from having some decision making control. [1]	
1.15 Leader usually relates impersonally to employees. [1]	
1.16 Leader shares control with employees and exerts a low degree of control. [1]	
1.17 Leader finds security in adhering to established policies and regulations. [1]	
1.18 Leader focuses on productivity. [1]	
1.19 Employees show little interest in their work and feel unimportant. [1]	
1.20 Leader relinquishes control to the group and serves only as a resource person. [1]	
1.21 Leader is strongly influenced by colleagues. [1]	
1.22 Employees think the leader's decisions and tactics are fair. [1]	
1.23 Leader does not give feedback unless asked. [1]	
1.24 Leader provides no direction resulting in passive approach. [1]	
1.25 Employees experience aggression and powerlessness. [1]	

**Total= 25 Marks**

## QUESTION 2

### 2.1 Read the statement below and answer the questions that follow.

“Mbasheni Health Centre is a centre of excellence in care delivery, in educational opportunities and in fostering research. We believe we are the leaders in health care in the region; that health care entails prevention and wellness in addition to treatment of illness and injury. We will provide all patients with dignity, provide privacy and confidentiality and the right to make choices based on factual information provided by our nursing and medical staff. We are committed to providing a safe environment to our clientele and employees.”

- a. What is the name of such a statement? [1x1=1]
- b. In reference to your answer above, which important aspect has the statement not made reference to which should be included when making such statements and why is the aspect important? [1x3=3]
- c. Create your own statement of this nature for the same facility and include the aspect that was left out when initially making the statement above. [6x1=6]

2.2 Describe five (5) characteristics of the team that would successfully carry out the mission of Mbasheni Health Centre. [5x2=10]

2.3 Nurse Mhlophe is a Nurse Manager at Mbasheni Health Centre and she can be said to be a first class-manager and also a first-class leader. State five (5) traits that Nurse Mhlophe possesses to fit this description. [5x1=5]

**Total= 25 Marks**

## QUESTION 3

3.1 Write down any five (5) rights of mental health patients and discuss the implication of nurses infringing on each of the rights. [5x3=15]

3.2 Define the following terms and give a relevant example of each in a psychiatric unit.

- a) Communication [1x2=2]
- b) Planning [1x2=2]
- c) Staffing [1x2=2]
- d) Leading [1x2=2]
- e) Delegating [1x2=2]

**Total= 25 Marks**