

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
GENERAL NURSING SCIENCE DEPARTMENT
FINAL EXAMINATION – MAY 2014

COURSE NAME : HEALTH SERVICES MANAGEMENT V
COURSE CODE : NUR 501
TIME ALLOWED : 2 HOURS
TOTAL MARKS :76
NUMBER OF PAGES :7
EXAMINER :JV MDLULI

INSTRUCTIONS

1. Answer all questions
2. Each **explained** fact is worth a full (1) mark.
3. Please write legibly.

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THE INVIGILATOR !!!*

QUESTION 1

- 1.1 Differentiate between a **dispute of right** and a **dispute of interest** and give appropriate examples. (4)
- 1.2 State two activities that take place at each of the stages of dispute settlement. (8)
- 1.3 It is important for an organization to have a risk management programme in place. It ensures that those it serves are protected. Explain the dimensions of risk management under the following headings
- 1.3.1 Corporate governance (3)
- 1.3.2 Financial risk management (4)
- 1.3.3 Disaster management (3)
- 1.3.4 Environmental management (3)

[25 Marks]

QUESTION 2

In health service organizations, the issue of quality services and delivery has gained momentum as most countries work towards realizing their Millenium Development Goals (MDG's) by 2015. Furthermore, the recipients of healthcare services are now more empowered in terms of their rights. Deming (2006) outlined 14 principles regarding quality improvement.

- 2.1 Describe any seven (7) of these principles by Deming. (14)
- 2.2 The area of discipline can be one of the more difficult areas for a supervisor. First, no one likes to be disciplined, and few people like to discipline others. An employee has been referred to you by middle management because of continuous insubordination. **Describe** any six (6) principles you would need to follow in the disciplinary process. (12)

[26 Marks]

QUESTION 3 MULTIPLE CHOICE

- 3.1 The costing approach that assumes that the current budget is the best starting point for estimating for the following year is the:
- A. Zero- based approach
 - B. Incremental approach
 - C. Programme approach
 - D. Performance approach
- 3.2 . In labour dispute resolution the stage when the parties are still at the negotiating table without external intervention is called:
- A. The arbitration stage
 - B. The conciliation stage
 - C. The mediation stage
 - D. The industrial action stage
- 3.3 Which of the following are basically used to determine pay structure in an organisation?
- A. Job analyses
 - B. Job descriptions
 - C. Job evaluations
 - D. Job rankings
- 3.4 Julius is a newly-appointed nurse manager of The Good Shepherd Medical Center, a tertiary hospital located within the heart of the city. He thinks of scheduling a planning workshop with his staff in order to ensure an effective and efficient management of the department. Should he decide to conduct a strategic planning workshop, which of the following is NOT a characteristic of this activity?
- A. Long-term goal-setting
 - B. Extends to 3-5 years in the future
 - C. Focuses on routine tasks
 - D. Determines directions of the organization
- 3.5 Which of the following statements does not apply to strategic goals?
- A. They should be formulated in affirmative form
 - B. They should be filtered down to all management levels
 - C. They should be formulated by top management without consultation with other management levels
 - D. They should be sequenced according to time limits
- 3.6 Predetermined performance standards are compared with actual performance at which stage of strategic management?
- A. Strategic review
 - B. Strategic development
 - C. Strategic analysis
 - D. Strategic execution

3.7 Storing and retrieval systems for information are all the following *except*:

- A. Information being mentally kept by an expert
- B. Computers
- C. Written files
- D. Telecommunications media

3.8 The whole process of attracting, developing and maintaining an effective workforce in an organisation is called

- A. Human resource development
- B. Human training
- C. Human resource management
- D. Recruitment

3.9 Which is the correct sequence in the training and development process

- A. Identify development needs, formulate training objectives, choose an appropriate training method, evaluate the training and do follow up.
- B. Choose an appropriate method of training, identify training needs, formulate training objectives, evaluate the training and follow up.
- C. Formulate training objectives, identify training needs, choose an appropriate training method and deliver the programme.
- D. d. Identify training needs, choose an appropriate method of training, evaluate the training, design the training program.

3.10 The costing approach that assumes that the current budget is the best starting point for estimating for the following year is the:

- A. Zero- based approach
- B. Incremental approach
- C. Programme approach
- D. Performance approach

3.11 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

- 3.12 A non governmental healthcare organization has a number of similar organisations **competing** for the same client base. This would be viewed as a to the survival of that organization.
- A. Weakness
 - B. Opportunity
 - C. Threat
 - D. Strength
- 3.13 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
- 3.14 Which of these are the initial considerations when preparing a strategic plan?
- A. Organizational vision, mission and value statements
 - B. Strategic goals, key performance areas and related objectives, action plans and the accountable manager.
 - C. Performance outcomes and indicators
 - D. Institutionalization of the strategy
- 3.15 Which of these statements does not refer to industrial action?
- A. Temporary suspension of normal work activities initiated by either employees or employers to force the other to accede to the other's demand.
 - B. Employees' industrial actions include strikes, work to rule, go-slow.
 - C. Employers' industrial action includes mass dismissal of employees, lock-out
 - D. It is the action of choice when there is an unresolved dispute.
- 3.16 Which of these is not a type of disciplinary measure?
- A. A reprimand (stern talking- to)
 - B. Promotion and transfer to another department
 - C. Temporary suspension
 - D. Dismissal or termination of services
- 3.17 Structure standards refer to
- A. Description of the output
 - B. How interventions are carried out
 - C. Available personnel in an organization
 - D. Resources needed for quality service delivery

- 3.18 A manager prepares process standards. Which of the following is NOT a process standard?
- A. Initial assessment shall be done to all patients within twenty four hours upon admission.
 - B. Patients' reports 95% satisfaction rate prior to discharge from the hospital
 - C. Informed consent shall be secured prior to any invasive procedure
 - D. Patient education about their illness and treatment shall be provided for all patients and their families.
- 3.19 Which of the following statements regarding conflict is NOT true?
- A. Can be destructive if the level is too high
 - B. Is not beneficial; hence it should be prevented at all times
 - C. May result in poor performance
 - D. May create leaders
- 3.20 The statement, "Mtfunti Medical Center aims to provide patient-centred care in a total healing environment" refers to which of the following?
- A. Vision
 - B. Goal
 - C. Philosophy
 - D. Mission
- 3.21 A newly promoted and enthusiastic ward manager asks why the organization should involve operational managers in strategic planning because they are busy in the wards. You highlight **two** issues that:
- A. Higher level management recognizes that the operational managers are busy and they need some diversion.
 - B. This helps to give the strategic plan meaning and ensures its successful implementation.
 - C. The operational managers are educated than the higher level managers.
 - D. Strategic plans affect unit planning, therefore all management levels must be informed so that all planning is coordinated.
- 3.22 A hospital nurse asks you as a corporate level manager if you think they are important to the organization as most of their needs are not met. Your best response would be:
- A. "I think the organization views you as important because you form its backbone in terms of service delivery and high competence level"
 - B. "I think your high numbers make it hard for the organization to recognize your input".

- C. "I believe the only remedy to how you feel is to engage in a strike action so that you can be recognized".
- D. "I think this is because of the financial crisis the country is facing".

3.23 If your lecturer asked you to define a "budget", you would show understanding of the term if you answered:

- A. It is a written plan of how financial resources are to be used.
- B. It is the cost of activities undertaken by an organization.
- C. It is a written financial plan aimed at controlling the allocation of resources.
- D. It is the amount of money owed for services.

3.24 When addressing the issue of wisdom, which of these statements apply?

- A. One is born with it.
- B. One can attend 'wisdom school'.
- C. All managers have it.
- D. It can only be gained if knowledge gained answers why phenomena occur.

[25 marks]