

UNIVERSITY OF SWAZILAND

FACULTY OF HEALTH SCIENCES

SEMESTER ONE SUPPLEMENTARY EXAMINATION

JULY 2015

TITLE: HEALTH SERVICES MANAGEMENT III

COURSE CODE: NUR 403

TIME ALLOWED: 2 HOURS

**INSTRUCTIONS: 1. PLEASE READ INSTRUCTIONS
CAREFULLY**

2. ANSWER ALL QUESTIONS

4. EACH QUESTION CARRIES 25

MARKS

**MARK ALLOCATION: 1 MARK / CORRECT
PHRASE/SENTENCE/FACT**

TOTAL MARKS: 75

QUESTION 1

MULTIPLE CHOICE QUESTIONS

1. The two factors which seem to be the most important determinants of health are:
 - A. Income and social status
 - B. Education and literacy
 - C. Employment and working conditions
 - D. Social environments and social support networks

2. There are several activities or factors which are essential to effective strategic planning.
They include:
 - i. CEO defined vision, mission, and values
 - ii defined roles and responsibilities
 - iii adequate consultation, discussion, and feedback
 - iv indicators that will be measured and monitored
 - A. i, ii, and iii
 - B. i, ii, and iv
 - C. ii, iii, and iv
 - D i, ii, iii, iv

3. Specialisation can be described in terms of different forms of departmentalisation.
These forms are as follows:
 - i) Functional departmentalisation
 - ii) Geographical or area departmentalisation
 - iii) Product or service departmentalisation
 - iv) Client departmentalisation
 - A. i, ii, iii, iv.
 - B. i, iii
 - C. iv, ii
 - D. iv

4. The document(s) that must be known and understood by nurses, health care practitioners, patients and the community that the health care service serves is/are:
- i) Procedure manuals
 - ii) Policy
 - iii) Rules and regulations
 - iv) Mission statement.
- A. ii
B. iv
C. i, iii
D. i
5. Who stated that 'Management is a social process... the process consists of... planning, control, coordination and motivation'?
- A. Fayol (1916)
B. Koontz and O'Donnell (1984)
C. Brech (1957)
D. Peters (1988)
6. Which item best describes what Taylor was passionately interested in?
- A. Business strategy
B. The role of the external environment in management
C. The motivation of workers
D. The efficiency of working methods
7. The leadership style that places emphasis on communicating the vision to the employees:
- A. Participatory
B. Bureaucratic
C. Transformational
D. Autocratic

8. The purpose of management is to:
- i) Set and achieve the organisation's objectives through action taken by its members.
 - ii) To maintain balance between conflicting goals.
 - iii) To achieve efficiency and effectiveness
- A. i
 - B. i, ii
 - C. iii
 - D. i, ii, iii
9. Which of the following statements is false about planning?
- i) Planning is necessary for organisational success because it reduces the need for panic/crisis planning.
 - ii) The following are among the essential components of a planning document: policy, time schedules, objectives, financial analysis/budget
 - iii) Planning is the only element that gives nursing direction and compels it forwards
 - v) Planning is an umbrella term for strategic and operational plans.
- A. iii
 - B. i, ii
 - C. ii
 - D. iv
10. The following are factors that provide a framework around which nursing routines can be planned. EXCEPT
- A. The policy of the hospital;
 - B. Services provided at set times by other departments, for example mealtimes, transport, and dispensary times.
 - C. Involvement of medical and paramedical services, for example doctors, physiotherapists and dieticians.
 - D. Staff shortages.

11. Each health care organization must anticipate and respond to the community's changing needs and health status by:

- i) Regulating environmental trends
- ii) Collecting information on the determinants of health;
- iii) Reviewing feedback from clients and the community on its services;
- iv) Working with the community to identify priority needs

- A. ii, iii, and iv.
- B. i and iii
- C. i and iv
- D. iii and iv

12. When an organization strives to function in an environmentally friendly way, this is evidenced in:

- i) Policies and procedures
- ii) Staff and volunteer training
- iii) Communication with community partners
- iv) Application of legislation/regulations

- A. i, ii, iii, and iv
- B. iv
- C. i and iv
- D. i, ii and iv

13. In order to ensure commitment to the vision from those who work in the organization and the external community, it is imperative to:

- i. Involve senior management and community representatives in the initial planning.
- ii. Test a draft vision developed by senior management on the staff and

community.

iii. Design cross-functional teams made up of representatives across the organization and from the community to contribute to the development of a vision.

iv. Adopt the document in the organization

- A. i
- B. i, ii
- C. iv
- D. i, ii, iii

14. Assembly-line technology is changing dramatically as organizations _____.

- A. develop new products for the market
- B. replaces human labor with robots
- C. replaces old manually controlled machines with newer machines
- D. finds new markets for their products

15. Global economic pressures force organizations to become more _____.

- A. price competitive
- B. quality conscious
- C. cost efficient
- D. conservative with raw materials

16. Falling interest rates are an example of what external force?

- A. Marketplace
- B. Government laws and regulations
- C. labour markets
- D. economic changes

17. _____ refers to the ability to combine ideas in a unique way or to make unusual associations between ideas.

- A. Innovation
- B. Imagination
- C. Creativity
- D. Interpretive thinking

18. _____ is the process of taking a new idea and turning it into a useful product, service, or method of operation.

- A. Innovation
- B. Imagination
- C. Creativity
- D. Interpretive thinking

19. (Scenario)

Norah Matsebula works for an ophthalmologist's office where she has been employed as a technician for approximately 1 year. Norah has been promoted to the position of clinic coordinator where she is responsible for ensuring operational efficiency and effectiveness by managing and training other technicians, overseeing the doctor's schedules, and coordinating activities between the scheduling desk, the technicians, the insurance office, and the optical shop. Upon her promotion she was given a mandate by the doctors to "clean house" in an effort to make fundamental changes to enhance productivity.

If Norah were to consider enhancing productivity by giving greater authority to other technicians and increasing formalization, she would be considering _____ changes.

- A. structural
- B. technological
- C. people
- D. automatic

20. Being a manager, with no environmental uncertainty or threat of competitors' new products, would be relatively simple without _____.
- A. government regulations
 - B. diversity
 - C. cultural differences
 - D. organizational change

**INSTRUCTIONS FOR QUESTIONS 21 – 25, FILL IN THE MISSING WORD.
WRITE ONLY THE WORD IN YOUR ANSWER BOOK.**

21. It is theof an organisation which describe the beliefs.
22.....is essential to problem solving.
23. The principle ofis that each should perform a single leading function.
24.....is a major element of the directing function of management.
25. 'Adhocracy' models of organisations are like.....

TOTAL = 25 Marks

QUESTION 2

- 2.1 Discuss the benefits of planning. (10 Marks)
2.2 Draw a diagram of the system's approach process. (10 marks)
2.3 Describe the characteristics of the bureaucratic structure. (5 Marks)

TOTAL = 25 Marks

QUESTION 3

- 3.1 Discuss the principles of organising/organisation. (15 marks)
3.2 Guidelines for consideration in designing Matrix Organisations. (10 marks)

TOTAL = 25 Marks

TOTAL = 75