

**UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES**

FINAL EXAMINATION

MAY 2015

COURSE TITLE : HEALTH SERVICES MANAGEMENT V

COURSE CODE : NUR 501

TIME ALLOWED : 2 HOURS

TOTAL MARKS ALLOCATED: 75

NUMBER OF PAGES INCLUDING COVER: 6

INSTRUCTIONS:

- 1. PLEASE READ INSTRUCTIONS CAREFULLY**
- 2. ANSWER ALL QUESTIONS**
- 3. MARK ALLOCATION: 1 MARK per FACT/CORRECT
PHRASE UNLESS OTHERWISE INDICATED**

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INVIGILATOR***

QUESTION 1 MULTIPLE CHOICE

1.1 Julius is a newly-appointed Chief Nurse Manager in one Ministry of Health. He thinks of scheduling planning a workshop with his staff in order to ensure an effective and efficient management of his 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

1.2 The major role players in financial management are all these *except*:

- a. Accountant
- b. Accounts officer
- c. Financial Controller
- d. Purchasing agent

1.3 The best definition of information is:

- a. 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

1.4 Which of the following is not related to strategy execution?

- a. Institutionalizing the strategy
- b. Allocating resources
- c. Creating support systems and strategies
- d. Foster innovation and make employees 'all-knowing'

1.5 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

1.6 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

1.7 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

1.8 The process whereby unions negotiate with employers for better employment conditions is known as:

- a. Dispute resolution
- b. Lock out
- c. Industrial action
- d. Collective bargaining

1.9 Which among the following are **three** factors that should be present in action plans:

- a. Strategic goals
- b. Key priority areas
- c. Due dates for the attainment of each key performance area
- d. Steps to rectify deviations

1.10 Which of the following is not a purpose of a disciplinary procedure?

- a. To reinforce subservient behavior.
- b. To serve as a deterrent for unacceptable behaviour
- c. To bring about improvement in employee behavior.
- d. To mete out punishment

1.11 Which of these does not relate to sound labour relations?

- a. Encourages industrial action
- b. Minimizes disruption of service delivery
- c. Pluralistic perspective is usually encouraged
- d. Enhances communication within organisations.

1.12 Employees are lamenting about the fact that their babies are not catered for at the workplace yet they (workers) work even at odd hours in the evening. Management responds by saying this was not in the terms of employment agreed upon. If pursued, this would be considered a:

- a. Dispute of law
- b. Dispute of right
- c. Dispute of interest

d. Complaint

1.13 When compiling quarterly and annual reports, an organization should report on the risks facing the organization in order:

- a. To make shareholders aware of risks that may cause problems for the company in future.
- b. To assure the employer that the controlling officers are paid for actual work.
- c. To reduce the risk of financial reports being misstated.
- d. To ensure that records of risks are kept.

1.14 The process of examining a situation and identifying and classifying areas of potential risk is known as:

- a. Risk assessment
- b. Risk-handling
- c. Lessons learned
- d. Risk analysis

1.15 Sometimes called risk symptoms or warning signs, are indications that a risk has occurred or is about to occur.

- a. Events
- b. Issues
- c. Triggers
- d. Predictions
- e.

1.16 A project manager states, "I know the risk exists and am aware of the possible consequences. I am willing to wait and see what happens. I accept the consequences should they occur." He/she is exercising the _____ method of risk control.

- a. Transference
- b. Avoidance
- c. Mitigation
- d. Acceptance

1.17 Which of these documents has no role to play in labour relations?

- a) Health and Safety Act
- b) National Health Policy
- c) Workman's Compensation Act
- d) Industrial Relations Act

1.18 An organization is ensuring that employees stay committed to it and decides to purposefully restructure jobs to be more challenging, meaningful and interesting for the employee. This action is known as:

- a) Job analysis
- b) Job enrichment

- c) Job evaluation
- d) Job development

1.19 When Financial Managers assess whether an activity is worth allocation of less or more money according to its outcome, they are working according to the principle of:

- a) Cost – benefit
- b) Loss and expenditure
- c) Time-value-of-money
- d) Risk-return

1.20 Regional Nurse Manager X is preparing a document that shows the inputs needed to undertake specific activities for specified objectives. Such an activity is termed

- a) Evaluation
- b) Expenditure analysis
- c) Cost control
- d) Budgeting

1.21 When an organization talks about reducing overhead costs, they refer to reduction in items such as:

- a) Overall expenditure
- b) Rent and electricity
- c) Immovable property
- d) Money coming and leaving the organization

1.22 The labour relations approach that sees unions as an intrusion into an otherwise well managed structure is:

- a) Marxist approach
- b) Pluralistic approach
- c) Unitary perspective
- d) Socialistic approach

1.23 Which of the following statements does not refer to the objectives of risk management?

- a) To safeguard the patient, employees and the public against actual and potential risks.
- b) To safeguard the healthcare organization against actual and potential risks to care delivery
- c) To safeguard productivity and functional capacity in the organization
- d) To ensure a competitive fit between financial and human resources.

[25 MARKS]

QUESTION 2

2.1 Explain the following terms as they relate to financial management. (1 mark each =7)

- a. Expenditure control
- b. Budgeting
- c. Operational budget
- d. Zero-based budget
- e. Liabilities
- f. Revenue
- g. Expenses

2.2 Differentiate between these terms/concepts (8)

- i. Dispute and industrial action (2)
- ii. Mediation and arbitration (2)
- iii. Structure standards and process standards (2)
- iv. Recruitment and retention (2)

2.3 Describe any five areas of quality improvement in healthcare. (10)

[25 Marks]

QUESTION 3

You have been hired by a healthcare company that wants to develop a knowledge management system to enhance its overall organizational management. Questions 3.1 and 3.2 refer to this scenario.

3.1 State five advantages of developing a knowledge management system (KMS) for an organization. (5)

3.2 Explain the process you would apply in developing such a system (KMS). (8)

3.3 State any five security and trustworthy measures that must at least be met in the management of patient records. (5)

3.4 As a Human Resource Manager explain any seven (7) activities that your organization can initiate to enhance quality of work life for the employees. (7)

[25 Marks]

GRAND TOTAL : 75 MARKS