

UNIVERSITY OF ESWATINI

FACULTY OF HEALTH SCIENCES

FINAL EXAMINATION

SECOND SEMESTER MAY, 2019

TITLE OF PAPER : UNIT MANAGEMENT
COURSE CODE : GNS 316
TIME ALLOCATED : TWO HOURS
MARKS ALLOCATED : 75

INSTRUCTIONS:

- 1. ANSWER ALL QUESTIONS**
- 2. EACH QUESTION CARRIES 25 MARKS**
- 3. EACH EXPLAINED POINT IS WORTH ONE MARK**
- 4. READ INSTRUCTIONS CAREFULLY**
- 5. PLEASE WRITE NEATLY AND LEGIBLY**

N.B. DO NOT OPEN THIS PAPER UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

QUESTION 1

For each of the following multiple questions, select the most appropriate answer. Write the question number and the letter representing the answer e.g. 2.C

- 1.1 Inspirational model of leadership covers the moral protection of followers. Which leadership is that?
- A. Democratic leadership
 - B. Participative leadership
 - C. Servants leadership
 - D. Transformational leadership.
- 1.2 Nursing should be organized in a systematic way in order to provide individualized comprehensive, coordinate and continuous patient centred care. Which nursing assignment mode fulfills the above statement?
- A. Case Assignment
 - B. Nursing case management
 - C. Primary Nursing
 - D. Combined methods
- 1.3 The following are the factors influencing the organizational design **EXCEPT**;
- A. Healthcare professional employed
 - B. The relationship between the strategy and the goals of the organization
 - C. The organizational environment
 - D. The technologically dominated environment
- 1.4 Strategic planning process include the following **EXCEPT**;
- A. The mission statement of the organization is formulated
 - B. The external and internal environment are analyzed
 - C. Objectives are set
 - D. Polices are formulated

1.5 The unit manager during directing should take part in _____

- A. Maintaining a high staff morale
- B. Mentoring healthcare workers
- C. Facilitating effective communication and professional skills
- D. Inspiring trust and promoting individualism in the organization

1.6 Professional health services delivery takes place under management which focuses on _____

- A. Managing the change process through communication, feedback, training and worker involvement.
- B. Building relationship with managers
- C. Creating learning environment for Unit Manager
- D. Implementing evidence based information

1.7 Planning determines where the organization is now and where it will be in the future. Which of the following does good planning provides?

- A. Participation.
- B. Sense of direction and standards
- C. Collaboration.
- D. Organizing

1.8 Which of the following leadership style is visionary?

- A. Transactional leader
- B. Transformational leader
- C. Situational leader
- D. Great man leader

1.9 The following are the three dimensions of quality **EXCEPT**

- A. Quality management
- B. Quality cycles
- C. Quality control
- D. Quality assurance

1.10 Effective communication is important for the productivity of the organization. Barriers to effective communication include the following **EXCEPT**

- A. Language and semantics
- B. Selective perception
- C. Faltering
- D. Emotions

1.11 The following are work related causes of absenteeism **EXCEPT**

- A. Strained work relationships
- B. Double jobbing
- C. Conflict with colleagues
- D. Low job autonomy

1.12 Which theory postulates that if energetic people with high productivity learned that they earned no more than a lazy worker who did as little as possible , they would lose interest in giving optimal performance

- A. Taylor's Monistic theory
- B. Maslow's hierarchy –of– needs theory
- C. Herzberg's motivation-Hygiene Theory
- D. McGregor's Theory X and Theory Y

1.13 One of the following is the assumption of Likert's participative management theory, He postulate that _____

- A. Effective managers are highly sensitive to their staff associates and use communication to keep the group working as a unit.
- B. People want to be in control and desire influence over others. They are more interested in prestige and power than effective performance.
- C. Fear and threats motivate staff
- D. People will avoid work if possible because they dislike it.

- 1.14. The Nursing Care delivery mode that is most suited for the intensive care unit is
- A. Primary nursing
 - B. Team nursing
 - C. Case assignment
 - D. Nursing
- 1.15. Which of the following care delivery approaches entails an individual nurse taking responsibility for an individual patient throughout a period of treatment or hospital stay?
- A. Team nursing
 - B. Modular
 - C. Task allocation
 - D. Primary Nursing
- 1.16. This leadership style cannot be used where quick response is needed.
- A. Autocratic
 - B. Bureaucratic
 - C. Democratic
 - D. Transformational
- 1.17 The style of conflict management where both parties are prepared to sacrifice something to meet each other half way is _____
- A. Compromise
 - B. Consolation
 - C. Avoidance
 - D. Confronting
- 1.18. The following are factors that affect non – verbal communication **EXCEPT**
- A. Culture
 - B. Dress code
 - C. Facial expression
 - D. Emotional problems

1.19. Promotion of a subordinate in the Nursing Unit is fulfilling _____ need according to Maslow's Hierarchy of needs.

- A. Social
- B. Physiological
- C. Esteem
- D. Self – actualization

1.20 The allocation of a specific task to a specific personnel is called _____

- A. Job assignment
- B. Job description
- C. Delegation
- D. Duty schedule

1.21 How clients are organized in the ward should be based on their _____

- A. Illness
- B. Preferences
- C. Relatives
- D. Needs

1.22 The aim of performance appraisal is to

- A. Evaluate and develop the person.
- B. Check performance of the subordinates
- C. Promote subordinates who excel in their job
- D. Measure if subordinates perform according to set standards.

1.23 _____ enables management to cope with continuous change and uncertainty.

- A. Leading
- B. Organizing
- C. Planning
- D. Control

1.24 Which of the following is the best guarantee that the patient's priority needs are met?

- A. Checking with the relative of the patient
- B. Preparing a nursing care plan in collaboration with the patient
- C. Consulting with the physician
- D. Coordinating with other members of the team

1.25 Common errors in evaluation of personnel where an employee is given neither high or low score leading to small range of scores is _____

- A. Halo effect
- B. Horns effect
- C. Central tendency
- D. Strictness

TOTAL MARKS [25]

QUESTION 2

2.1 As a unit manager it is crucial that you embark on quality improvement strategies. It is a must to start with Quality audit. Explain the four (4) phases in conducting quality audit.(4 marks)

2.2 Organization of nursing staff for patient care is vital in provision of quality care.

Discuss five (5) principles that should be considered when assigning staff in a unit. (5 marks)

2.3 Unit Manager has to take a lead in formulation of the unit policies in order to make sound decisions. Discuss the Policy formulation Process (7 marks)

2.4 Discuss four (4) reasons why managers resist planning (4 marks)

2.5 Explain why nurse managers are suppose to be concerned about self awareness (5 marks)

TOTAL MARKS [25]

QUESTION 3

3.1 Conflict has positive and negative aspects. Differentiate between the following Positive and Negative Aspects of Conflict (8 marks).

Positive Aspects of Conflict: (3)

Negative Aspects of Conflict: (5)

3.2 Explain the implication of self awareness for the nurse manager (3 marks)

3.3 Describe the following three (3) basic needs that all people have in varying degrees as identified by David McClelland (7 marks).

3.3.1 Need achievement (2 marks)

3.3.2 Need for power (2 marks)

3.3.3 Need for affiliation (3 marks)

3.3.4 Explain seven (7) principles of scheduling that unit managers are expected to adhere to during scheduling of staff (7 marks).

[TOTAL MARKS=25]