

**UNIVERSITY OF ESWATINI**  
**FACULTY OF HEALTH SCIENCES**  
**DEPARTMENT OF GENERAL NURSING**

**FINAL EXAMINATION, NOVEMBER 2018**

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**COURSE TITLE:           HEALTH SERVICE MANAGEMENT III**

**COURSE CODE:           NUR 403**

**TIME ALLOCATED:       TWO (2) HOURS**

**MARKS ALLOCATED:   75**

**INSTRUCTION:**

- PLEASE READ INSTRUCTIONS CAREFULLY
- ANSWER ALL QUESTIONS ON THE SEPARATE ANSWER SHEET PROVIDED
- EACH QUESTION CARRIES 25 MARKS
- THERE ARE 9 PRINTED PAGES INCLUDING COVER PAGE
- EACH CORRECT FACT/PHRASE IS WORTH 1 MARK

***DO NOT OPEN THIS QUESTION PAPER UNTIL YOU ARE TOLD TO DO SO  
BY THE INVIGILATOR***

## QUESTION 1

### MULTIPLE CHOICE QUESTIONS

PLEASE CHOOSE THE OPTION THAT BEST DESCRIBES THE ANSWER.

#### EXAMPLE 1. B

1.1 The statement, "Hlathikhulu Government Hospital 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

1.2 Matron Gama plans to revisit the organizational chart of the department. She plans to create a new position of a Patient Educator who has a coordinating relationship with the head nurse in the unit. Which of the following will likely depict this organizational relationship?

- A Box
- B Solid line
- C Broken line
- D Dotted line

1.3 She likewise stresses the need for all the employees to follow orders and instructions from him and not from anyone else. Which of the following principles does she refer to?

- A Scalar chain
- B Discipline
- C Unity of command
- D Order

1.4 Matron Gama orients his staff on the patterns of reporting relationship throughout the organization. Which of the following principles refer to this?

- A Span of control
- B Hierarchy
- C Esprit d' corps
- D Unity of direction

1.5 She emphasizes to the team that they need to put their efforts together towards the attainment of the goals of the program. Which of the following principles refers to this?

- A Span of control
- B Unity of direction
- C Unity of command
- D Command responsibility

1.6 She discusses the goal of the department. Which of the following statements is a goal?

- A Increase the patient satisfaction rate
- B Eliminate the incidence of delayed administration of medications
- C Establish rapport with patients.
- D Reduce response time to two minutes

1.7 Which of the following statements is NOT true about performance appraisal?

- A. Informing the staff about the specific impressions of their work help improve their performance.
- B. A verbal appraisal is an acceptable substitute for a written report
- C. Patients are the best source of information regarding personnel appraisal.
- D. The outcome of performance appraisal rests primarily with the staff

1.8 A Health Services manager tries to design an organizational structure that allows communication to flow in all directions and involve workers in decision making. Which form of organizational structure is this?

- A Centralized
- B Decentralized
- C Matrix
- D Informal

1.9 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

1.10 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

1.11 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

1.12 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

- 1.13. 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

- 1.14. 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

- 1.15. Global economic pressures force organizations to become more \_\_\_\_\_.

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

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

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

1.17. \_\_\_\_\_ 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

1.18. \_\_\_\_\_ 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

1.19. **(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

1.20. 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

**INDICATE WHETHER THE FOLLOWING STATEMENTS ARE TRUE OR FALSE, FOR QUESTIONS 21 – 25**

- 21. Under bureaucratic leadership, employees do not grow or develop at all.
- 22. It is the manager who should implement change and planning in an Organisation.
- 23. Planning is the fundamental step in the management process.
- 24. Departmentalisation is synonymous with grouping of jobs.
- 25. Leading is not the same as directing people to do what you want them to do.

**TOTAL = 25 Marks**

**DISCUSSION QUESTIONS**

**QUESTION 2**

- 2.1 Discuss the principles of management by Henry Fayol (15 Marks)
- 2.2 Describe the characteristics of the matrix organisation (10 Marks)

**TOTAL = 25 Marks**

**QUESTION 3**

- 3.1 As a manager, you are responsible for spearheading goal-setting for the organisation. Discuss the different kinds of goals you would venture into. (15 Marks)
- 3.2 Describe a vision and its purposes and design a sample vision for an imaginary organisation. (10 marks)

**TOTAL = 25 Marks**

**TOTAL = 75**