

FACULTY OF HEALTH SCIENCES

GENERAL NURSING

FINAL EXAMINATION, MAY 2019

COURSE TITLE : HEALTH SERVICES MANAGEMENT V  
COURSE CODE : NUR 501  
TIME : 2 HOURS  
TOTAL MARKS : 75

NUMBER OF PAGES INCLUDING COVER PAGE : 6

INSTRUCTIONS:

1. ANSWER ALL YOUR QUESTIONS ON THE PROVIDED ANSWER BOOKLET.
2. READ EACH QUESTION TWICE BEFORE ANSWERING.  
**READ TWICE – WRITE ONCE**
3. START ANSWERING THE QUESTIONS CONSIDERED EASIEST FIRST.
4. QUESTIONS CAN BE ANSWERED IN ANY SEQUENCE.
5. QUESTIONS 1 AND 2 COMPRISE SHORT AND LONG ESSAY TYPE QUESTIONS AND CARRY 42 MARKS.
6. QUESTIONS 3 IS COMPOSED OF MULTIPLE CHOICE TYPE QUESTIONS AND HAS 20 MARKS.
7. EACH CORRECT POINT/FACT/STATEMENT IS WORTH ½ MARK UNLESS INDICATED OTHERWISE ON THE QUESTION.
8. START EACH QUESTION ON A NEW PAGE

*DO NOT OPEN THE QUESTION PAPER UNTIL THE INVIGILATOR HAS GRANTED PERMISSION !!!*

## QUESTION 1 – SHORT ESSAY QUESTIONS

- 1.1 Discuss three types of standards to be considered in quality improvement and illustrate your understanding by appropriate examples. (9)
- 1.2 Explain any five objectives of the budget. (5)
- 1.3 The quality improvement process is paramount in ensuring maintenance of high quality service delivery. Discuss the six (6) principles to be considered as the foundation of such a process. (12)
- 1.4 In the management of human resources, corporate managers may need to put in place strategies to enhance the independence of employees as well as improve the quality of work life (QWL). Discuss how the following methods can be used to improve QWL. Give appropriate examples.
- a. Job enrichment (6)
  - b. Effective leadership and supervisory behaviour (5)
  - c. Participatory management (5)

MARKS: 42

## QUESTION 2

At corporate level, strategic planning is paramount to ensure organisational survival and sustainability. Discuss in detail the components of 'SWOT' and what the organisation needs to consider when conducting a SWOT analysis. (13)

MARKS: 13

### QUESTION 3 MULTIPLE CHOICE

Instruction: Choose the letter that corresponds with the best answer. Write only the letter in your answer book, e.g 21. A

3.1 A Chief Nursing Officer pulls together a Quality Improvement team to improve the efficiency of transferring patients from the critical care department to the general patient departments. To ensure that the newly designed process is efficiently implemented, who must be part of the team?

- a. Chief information officer
- b. Chief medical officer
- c. Chief operating officer
- d. Intensive care department head nurse
- e. President of the medical staff

3.2 In financial management, the best definition of break- even analysis is:

- a. The calculation of a company's performance
- b. The understanding of a cost measurement for services
- c. The indirect expenses incurred by an organization
- d. The determination of the volume of business needed for an organisation to cover its costs.

3.3 Which of the following entities regulates the disposal of infectious waste in Eswatini?

- a. Department of Epidemiology and Disease Control
- b. Swaziland Standards Authority
- c. Occupational Safety and Health Administration (OSHA)
- d. Eswatini Public Health Service

3.4 What is the primary reason to conduct a program evaluation?

- a. Support requests for program funding.
- b. Raise the profile and credibility of the program.
- c. Promote the program on volunteer recruitment sites.
- d. Determine if the goals of the program are being adequately met.

3.5 At which stage of the dispute resolution process is a decision that is binding to both parties made?

- a. Conciliation
- b. Arbitration
- c. Mediation
- d. Discussion

- 3.6 Which **two** of these are related to fair labour practice?
- a) Industrial action is a means of ensuring an organisation always meets its mandate.
  - b) CMAC provide channels for conflict resolution between management and employees.
  - c) Mutual interdependence between employers and employees is evidenced in collective bargaining.
  - d) The strength of a trade union depends on the strength of character of the office bearers.
- 3.7 In financial management reporting, the income statement reports which of the following?
- a) Reflects money not spent
  - b) Measures costs per patient per day
  - c) Details the monthly cash flow per activity
  - d) Indicates how much the service earned or lost over a stated period.
- 3.8 Explicit information is obtained in all but which of the following?
- a) In a person's mind
  - b) Paper medium
  - c) Internet
  - d) Flash disk
- 3.9 Formative evaluations are conducted \_\_\_\_\_
- a) Before the program starts
  - b) During the program implementation
  - c) After the program is completed
  - d) Haphazardly when the department deems it fit.
- 3.10 A financial plan for every responsibility line in the organisation is known as:
- a) Income budget
  - b) Operational budget
  - c) Incremental budget
  - d) Fixed budget
- 3.11 Which one of these **does not** constitute a purpose of sound labour relations?
- a) To minimise any distribution of service
  - b) To reach agreement on how to address issues of conflict when they arise
  - c) To prepare employees in readiness for industrial action
  - d) To encourage communication between employees and employee representatives

3.12 The concept of fairness and equity in labour relations refers to which of these statements?

- a) Implies equality of treatment and consideration in the conduct of different relationships
- b) Refers to the ability to influence someone else's decision
- c) Refers to the right or entitlement of a person to something.
- d) Refers to the right of a person to act according to their beliefs and values

3.13 A mechanism established for managers and employee representatives to meet on a regular basis is termed:

- a) Joint consultation
- b) Industrial action
- c) Communication
- d) Quality circles

3.14 When employees impress sanctions to indicate discontent with an area of their employment contract they embark on:

- a) Collective bargaining
- b) Industrial action
- c) Joint consultation
- d) Conciliation

3.15 Which of these management behaviours is not appropriate for sound labour relations?

- a) Structures the work environment for professional autonomy
- b) Manages work related conflicts
- c) Practices authoritarian behavior
- d) Advocates for nurses' values and needs.

3.16 When an employer withholds an employee's salary without legal cause, what type of dispute arises?

- a) Dispute of contract
- b) Dispute of interest
- c) Dispute of right
- d) Dispute of law

3.17 When financial managers consider the benefits to be derived from a service and the relative money to be spent on resources, they are utilising which principle of financial management?

- a) Risk-return principle
- b) Cost-benefit principle
- c) Time-value of money principle
- d) Expenditure control

3.18 In what way is strategic planning often distinguished from operational planning?

- a. By the number of executives involved in the process
- b. By the complexity of the planning forms
- c. By the organizational vs. functional focus
- d. By the use of outside consultants

3.19 Which among the following is **not** an advantage of collective bargaining?

- a) Improvement in staffing patterns
- b) Gives the employees power over the employers
- c) Equitable work distribution
- d) Grievance procedures become viable

MARKS: 20

TOTAL MARKS: 75