

**UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES**

**FINAL EXAMINATION
MAY 2006**

HEALTH SERVICES MANAGEMENT 11

TOTAL MARKS : 100

COURSE CODE : NUR 401

TIME ALLOWED : 3 HOURS

**INSTRUCTIONS : 1. PLEASE READ INSTRUCTIONS
CAREFULLY.
2. PLEASE ANSWER ALL QUESTIONS
3. EACH QUESTION CARRIES 25 MARKS
4. HAND IN THE SCRIPT AND QUESTION
PAPER**

**MARK ALLOCATION: ½ MARK per FACT/CORRECT SENTENCE
TOTAL =100**

***DO NOT OPEN QUESTIONPAPER UNTIL PERMISSION IS GRANTED BY THE
INVIGILATOR***

QUESTION 1

Indicate whether the following statements are true or false, for questions 1-14

- (1) According to Maslow's theory fulfilled needs no longer motivate behaviour.
- (2) Values like honesty and goodness are pursued by people who have already reached some level of self-actualisation.
- (3) Managers are persons who do things right (carry out the policy) and leaders are people who do the right things (formulate the policy).
- (4) A good salary, adequate supervision and job security will be sufficient incentive for nurses to maintain high productivity.
- (5) According to Elton Mayo, a complex set of factors, like values, beliefs and emotions determine a worker's working behaviour. Economic and rational considerations are not the only important factors.
- (6) On performance appraisal rating should focus on work related behaviour and on personal qualities.
- (7) Supervision should be a democratic process during which subordinates are given help and encouragement by the supervisor to ensure high quality health care provision.
- (8) It is managers who should implement change and planning in an organisation.
- (9) The biggest risk takers in organizations are the managers.
- (10) Leaders like to motivate people by presenting them with goals that have to be achieved.
- (11) When supervising highly professional, mature health professionals it is best to adopt the participatory leadership style.

(12) When an autocratic leadership style is adopted the job situation is fully structured

(13) Of all leadership styles the laissez-faire style leaves the group most freedom to take its own decisions.

(14) Under the bureaucratic leadership, employees do not grow or develop at all.

(14 MARKS)

Instructions for question 15-21, write the letter that corresponds with the best answer to the question.

15. The document that must be known and understood by nurses, health care practitioners, patients and the community that the health care service serves:

- A. Procedures
- B. Policies
- C. Rules
- D. Mission statements

16. Good leadership skills are characterized by the following EXCEPT:

- A. Influence and motivation
- B. Creativity and critical thinking
- C. Considering organizational needs first and adhering to formal authority
- D. Building moral and harmonious relationships.

17. Which of the following combinations characterize the communication process?

- A. Receiver – Sender – Message
- B. Message – Sender – Receiver
- C. Sender – Receiver – Message
- D. Sender – Message – Receiver

18. Which function of Health Services Management is referred to as directing?

- A. Leading
- B. Planning
- C. Organising
- D. Controlling

19. Organisational culture refers to:

- A. The decision making power in an organisation
- B. Integration of activities of different employees and departments
- C. The beliefs and values of the people in an organisation.
- D. An organizational structure.

20. The leadership style places emphasis on communicating the vision to the employees:

- A. Participatory
- B. Bureaucratic
- C. Transformational
- D. Autocratic

21. The following are barriers to delegation EXCEPT

- A. Lack of experience of the delegatee.
- B. Manager fear of being disliked
- C. Understaffing
- D. Jobs that are not technical.

(7 MARKS)

For questions 22-25 fill in the missing word/s

22. Thefunction of health services management is often referred to as evaluation.

23. It is theof an organisation that defines its purpose.

24. An organisations' philosophy contains the organisations'.....

Regarding the way in which the service is to be delivered.

25..... is getting work done through others or as directing the performance of one or more people to accomplish organizational goals.

(4 marks)

TOTAL (MARKS 25)

QUESTION 2

- 2.1 Differentiate between leader and a manager. (10 marks)
- 2.2 Discuss Max – Weber under the following:
- 2.2.1 Characteristics of the bureaucratic structure. (10 marks)
- 2.2.2 Disadvantages of the bureaucratic approach (5 marks)

TOTAL (25 MARKS)

QUESTION 3

- 3.1 Briefly discuss the fundamental functions under the following:
- Planning (4 marks)
 - Organising (4 marks)
 - Leading (4 marks)
 - Control (4 marks)
- 3.2 Explain how you would utilize the following kinds of power in your area of responsibility to ensure productivity.
- Legitimate power (3 marks)
 - Coercive power (3 marks)
 - Expert power (3 marks)

TOTAL (25 MARKS)

QUESTION 4

- 4.1 Explain the barriers to effective management and describe how these can be overcome. (15marks)
- 4.2 Discuss the principles of organizing. (10 marks)

TOTAL (25 MARKS)