

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF HEALTH SCIENCES**  
**FINAL EXAMINATION MAY, 2005**  
**TITLE OF PAPER: HEALTH SERVICES**  
**MANAGEMENT I**  
**COURSE CODE : NUR 303**

**MARKS ALLOCATED : 75**

**TIME ALLOWED : 2 HRS**

**INSTRUCTIONS :**

- 1. ANSWER ALL QUESTIONS**
- 2. EACH QUESTION CARRY 25 MARKS**
- 3. READ INSTRUCTIONS CAREFULLY**
- 4. PLEASE WRITE LEGIBLY**

### Question 1

For each of the following multiple choice questions select the most appropriate answer.

Write the question number and the letter representing the answer e.g. 1. B

1. The following are the situational leadership styles except
  - A coaching style
  - B directing style
  - C autocratic style
  - D supportive style
  
2. Primary nursing is .....
  - A When the nurses/midwives care for a group of patients in a ward
  - B When the nurse/midwife care for a large number of patients
  - C When specialised nurses/midwives nurse specific patients on a long period of time
  - D When the nurses/midwives focus on different types of tasks that must be done for patients
  
3. The following are factors which affect scheduling except
  - A The nature and type of nursing which is provided
  - B The intensity of nursing required
  - C The extend of nursing ( a few hours per day or 24 hours basis)
  - D The number of patients in the ward
  
4. One of the following is a good reasoning skill necessary for planning
  - A A good leadership style
  - B Problem-solving
  - C Formulation of relevant objectives
  - D Policy development
  
5. This leadership style cannot be used where quick response is needed
  - A Autocratic
  - B Bureaucratic
  - C Democratic
  - D Transformational
  
6. Promotion of a subordinate in the nursing unit is fulfilling ..... needs according to Maslow's Hierarchy of needs
  - A Social
  - B Physiological
  - C Esteem
  - D Self-actualization
  
7. The style of conflict management style where both parties are prepared to sacrifice something to meet each other half way is .....
  - A Consolation
  - B Compromise

- C Avoidance
  - D Confronting
8. The evaluator/nurse manager who concentrates on negative aspects and overlooks the positive, is said to have .....
- A Halo effect
  - B Horns effect
  - C Central tendency
  - D Personal biases
9. The following are factors that affect non-verbal communication except
- A Culture
  - B Dress code
  - C Facial expression
  - D Emotional problems
10. The following are characteristics of professionalism except
- A Knowledge and skills
  - B Practice of leadership
  - C Self regulation
  - D Social policy development

For the following (10) questions state whether the statement is true or false. Write true if the statement is correct and write false if the statement is wrong.

- 11 In management activities are initiated and directed by the unit manager
- 12 Organisation is about allocation of responsibilities by means of job analysis
- 13 In functional method, the tasks are allocated according to the knowledge and skills of subordinates only.
- 14 Leading the organisation means making use of power and influence to motivate employees.
- 15 The organisational structure is the graphical exposition of personnel according to job division in the ward.
- 16 Professionalism means that the nurse/midwife take pride in her or his profession which shows self-directedness
- 17 The abilities of the available personnel are one of the factors that influence delegation.
- 18 The health care delivery system of Swaziland consider the Western medicine only
- 19 Culture is not a barrier to communication.
- 20 The country is using Task force and Teams to manage crisis in the country.

For the following 5 questions fill in the blanks. Write the missing word(s) in the answer sheet.

- 21. .... is the navigational tool that maps out a destination and chart a course to get there.

22. The management process parallels the nursing process in that it intends to .....
23. .... is the most commonly used form of communication in the nursing unit.
24. Assignment of tasks or responsibility by manager to subordinates is called .....
25. A time of great difficulty or danger when an important decision must be made is called .....

Total marks = 25

Question 2

The manager has to perform the functions of control.

- 2.1 Describe the three functions of control in an organisation. (9)
- 2.2 For the following leadership styles give two situations which can make you as a manager to use the style.
  - 2.2.1 Directing (2)
  - 2.2.2 Coaching (2)
  - 2.2.3 Supportive (2)
  - 2.2.4 Delegating (2)
- 2.3 Explain why subordinates do not like an autocratic leader (5)
- 2.4 Describe the three (3) roles of the leader in team nursing. (3)

Total marks = 25

Question 3

- 3.1 Maslow,s Hierarchy of needs has five levels. For each level identify a need and explain what you can do for your subordinate to ensure that each need is met. (5)
- 3.2 Describe five (5) sources of conflict in an organisation (5)
- 3.3 Communication is very complex even well established organisations do have problems. Discuss five (5) barriers to communication. (5)
- 3.4 Performance appraisal is important in the assessment of personnel in a nursing unit. Describe five (5) principles of performance appraisal (5)
- 3.5 Explain why certain manager s resist delegating task to subordinates.

Total marks = 25