

**UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
FINAL EXAMINATION - MAY 2005**

**COURSE TITLE: HEALTH SERVICES MANAGEMENT 11
COURSE CODE: NUR 401
TIME ALLOWED: 3 HOURS
MARKS ALLOCATED: 100**

INSTRUCTIONS:

- 1. PLEASE READ QUESTIONS CAREFULLY**
- 2. PLEASE DO NOT OPEN QUESTION PAPER UNTIL
PERMISSION IS GRANTED BY THE INVIGILATOR.**
- 3. ANSWER ALL QUESTIONS.**
- 4. EACH QUESTION CARRIES 25 MARKS.**
- 5. EACH CORRECT FACT IS WORTH ½ A MARK**

QUESTION 1

For the following questions 1 – 10 write in your answer book whether the statements are TRUE or FALSE

- 1) When an organisation's mission changes, the objectives should also be changed.
- 2) Management by objectives is used mainly to improve staff motivation and productivity.
- 3) Objectives set by nurses in their units for their own attainment should be in line with organizational, departmental and unit objectives.
- 4) It is important to remember that set objectives may not be changed.
- 5) The aim of control is to check that performance and action conform to plans.
- 6) Scalar chain means line of authority should extend from the lowest level to the highest.
- 7) Leadership is a dynamic and interactive process.
- 8) The appraisal report is to be written by managers with the staff
- 9) According to the traits theory a manager needs to be more intelligent than the group.
- 10) Basic elements of an organizational structure could be divided into specialization, standardization, coordination and centralization.

Total (10 marks)

Instructions for questions 11 – 15: Fill in the missing word. Write only the word in your answer book

11. It is the.....of an organization that describes the beliefs.
12.is essential to problem solving.
13. The principle ofis that each should perform a single leading function.
14.is a major element of the directing function of management.
15. "Adhocracy" models of organization are likemodels.

For question 16 – 25 write the letter that corresponds with the best answer to the question.

16. The following statements about the roles of managers are true EXCEPT:
- Without the status derived from their position managers would not have much clout.
 - In their liaison role managers establish contact with persons and institutions outside of their own organisations in order to obtain useful information that they can disseminate
 - In their role as resource allocators managers initiate controlled change by delegating certain projects to subordinates.
17. Good leadership skills is characterized by the following EXCEPT:
- Influence and motivation
 - Creativity and critical thinking
 - Considering organizational needs first and adhering to formal authority
 - Building morale and harmonious relationship.
18. Which function of health services management is referred to as directing?
- Leading
 - Planning
 - Organizing
 - Controlling
19. All of the following are true about AIDS in the work place EXCEPT:
- One of the main problems faced by employers is refusal of workers to work with an HIV infected employee.
 - An HIV infected person can only be dismissed if the dismissal is judged both Substantively and procedurally fair by the Industrial Court
 - When employees demand the dismissal of a colleague is impermissible, the Employers' action can still be permissible if there are real commercial grounds for it.

d. Employers often want to get rid of HIV infected employees and so infringe the individual's right to work.

20. The following are barriers to delegation except:

- a. Lack of experience of the delegatee;
- b. Manager's fear of being disliked;
- c. Understaffing
- d. Jobs that are not technical.

21. 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

22. 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.

23. The document that serves as the basis for future decisions and actions and helps control performance is:

- a. Procedures
- b. Policies
- c. Rules
- d. Mission statements

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

- a. Participatory;
- b. Bureaucratic
- c. Transformational;
- d. Autocratic.

25. Which of the following statements is true about planning?

- a. Planning is necessary for organizational success because it reduces the need for panic/crisis planning.
- b. The following are among the essential components of a planning document: policy, time schedules, financial analysis/budget
- c. Planning is the only element that gives nursing direction and compels it Forwards
- d. Planning is an umbrella term for strategic and operational plans.

Total [25 Marks]

QUESTION 2

2.1 Explain the importance of planning in an organisation. (5 Marks).

2.2 Management has to apply principles of management to ensure the success of an organisation. Discuss how you would utilize the (10) principles of management in your area of responsibility.

(20 Marks).

Total [25 Marks]

QUESTION 3

3.1 Compare and contrast between participative management and management by objectives. (15 Marks)

3.2 Design a duty roster for a period of seven days using a 6-hour and 12- hour shift as follows 07-13, 13-19, and 07-19 for the following cadres of health personnel. Make sure that each staff member works for 40 hours per week.

- One sister in charge
- Four senior nurses
- Two enrolled nurses
- Two student nurses

(10 Marks)

Total [25 Marks]

QUESTION 4

4.1 Discuss and make a schematic representation of the systems approach to management (15 Marks)

4.2 Discuss (5) types of disasters and explain their impact on the health care services (10 Marks)

Total (25 Marks)