

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF HEALTH SCIENCES**  
**FINAL EXAMINATION - MAY 2006**

**COURSE TITLE : HEALTH SERVICES MANAGEMENT 111**

**COURSE CODE : NUR 501**

**TIME ALLOWED : 2 HOURS**

**TOTAL MARKS : 75**

- INSTRUCTIONS:**
- 1. PLEASE READ QUESTIONS CAREFULLY**
  - 2. ANSWER ALL QUESTIONS**
  - 3. HAND IN THE SCRIPT AND QUESTION PAPER**

**MARK ALLOCATION: 1 MARK per FACT/CORRECT PHRASE.**

***PLEASE DO NOT OPEN QUESTION PAPER UNTIL PERMISSION IS GRANTED BY  
THE INVIGILATOR.***

## QUESTION 1

**For questions 1 –10 write the letter that corresponds with the best answer to the question.**

1. Which of the following statements is TRUE about the various styles of conflict resolution
  - A. An accommodative style of conflict resolution is needed when two strong parties feel that it is the only way of reconciling their widely divergent views.
  - B. A competitive style of conflict resolution is called for when it is necessary to be honest about difficult emotional issues.
  - C. The best method of conflict resolution will depend on the circumstances, but in the end it is still collaboration.
  - D. Self – assertion and collaboration, characterizes competition as a style of conflict resolution.
  
2. The following statements about risk management are true EXCEPT:
  - A. Risk management includes monitoring the effectiveness of certain other committees in the health organization, for example, the infection control committee.
  - B. Risk management is a process for monitoring and improving the actual quality of care.
  - C. Apart from identifying the vulnerable areas, risk management should analyse risks in terms of possible losses to the organisation.
  - D. When an incident occurs that could well lead to the institution of a malpractice claim, it is best to discuss the matter frankly with the relevant parties.
  
3. In planning a recruitment program, which of the following statements is TRUE?
  - A. When there are more qualified staff available than vacancies, press advertisements are the best recruitment methods.
  - B. A poor institutional image can affect a recruitment program adversely unless the recruitment officer makes an effort to emphasise the institutions strong points.

- C. Recruitment officers can have a successful recruitment program even without the necessary statistics and data, as long as they appear friendly and smart and market the organisation well.
  - D. Informal recruitment, when existing staff spread the news, is not one of the best ways of recruiting staff .
4. The elements of the negotiator's task that is acceptable to both parties is:
- A. To persuade the other party of his or her own point of view
  - B. Includes sustained effort to make the other party relinquish its principles
  - C. Advising their principal and preparing them for the initial bargaining objectives and strategy of their interest group.
  - D. Negotiators are not to apply pressure on the other party's negotiations to modify their position.
5. The main purpose of imposing disciplinary action is:
- A. To set an example for other employees;
  - B. To punish a straying employee;
  - C. To correct a straying employee;
  - D. To show that management is a decision maker
6. Quality improvement has the following characteristics EXCEPT:
- A. The standard setting phase;
  - B. Evaluation, monitoring or measuring phase;
  - C. Utilisation of resources;
  - D. The remedial or taking action phase.
7. 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.
8. Which of the following statements is FALSE about human resource planning's action planning?
- A. Career management includes developing staff's talents to meet organizational needs

- B. Unless a proper job analysis is made, the determination of the number and types of posts is always inadequate and haphazard
  - C. A job specification describes the personal qualities that the incumbent of the post has to have.
  - D. Job design is an integration of the work that a post entails, the personal qualities and qualifications needed to perform it in compliance with organizational goals, and the benefits and satisfaction that employees can derive from performing the task.
9. Indicate which of the following is TRUE about job descriptions:
- A. It is best to use a general job description for all registered nurses in a Health service because it is too difficult to distinguish between various types of posts in a description.
  - B. The job description should include all tasks associated with the post.
  - C. Job descriptions in an institution should have a standardized format
  - D. All of the above.
10. 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, and financial analysis/budget
  - C. Planning is the only element that gives nursing direction and compels it Forwards
  - E. Planning is an umbrella term for strategic and operational plans.

**For question 11 -15 fill in the missing word/s. Write only the word in your answer book**

11. ....is the process of obtaining information about posts by spelling out the tasks, functions and/or activities associated with these posts.
12. ....a systematic process of evaluating job related strengths and weaknesses, as well as devising methods to increase their productivity.

13. ....is a strategy that is designed to fulfill the organisation's mission in the long term.

14 In order to calculate the financial implications of certain policies or management decisions one would use .....computer program of the management information system

15. If an organisation's vision, mission and philosophy statements are to amount to more than good intentions, they have to be converted into.....

(5 marks)

**TOTAL (15 MARKS)**

## **QUESTION 2**

Discuss decentralization under the following:

2.1 Factors affecting decentralization (13) MARKS)

2.2 Advantages of decentralization. (5 MARKS)

**TOTAL MARKS = 20**

## **QUESTION 3**

You are a Senior Nursing Service Manager in charge of a specific Department. You are a member of the Executive Committee that is responsible for budgeting for the institution. This is the time for budgeting for the next Fiscal year. Describe what steps you would take as you embark on budgeting for the next fiscal year.

**TOTAL MARKS = 25**

## **QUESTION 4**

As a Nursing Service Manager, you are assigned to a team of colleagues for the purpose of conducting Quality Surveillance of a Regional hospital. Name and describe the elements of health care quality you would look for.

(15 MARKS)

**TOTAL MARKS = 75**