

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
MBABANE
SEMESTER TWO EXAMINATION
MAY 2008

TITLE: HEALTH SERVICES MANAGEMENT

COURSE CODE: NUR 404

TIME ALLOWED: 2 HOURS

**INSTRUCTIONS: 1. PLEASE READ INSTRUCTIONS
CAREFULLY**

2 ANSWER ALL QUESTIONS

**3. EACH QUESTION CARRIES 25
MARKS**

**MARK ALLOCATION: ½ MARK / CORRECT
PHRASE/SENTENCE/FACT FOR DISCUSSION
QUESTIONS**

TOTAL MARKS: 75

QUESTION 1

MULTIPLE CHOICE QUESTIONS: CHOOSE ONE RESPONSE THAT BEST ANSWERS THE QUESTION. (1 mark / correct response

1.1 The leadership style that places emphasis on communicating the vision to the employees:

- a) Participatory
- b) Bureaucratic
- c) Transformational
- d) Autocratic

1.2 Good leadership skills are characterised by the following EXCEPT:

- a) Influence and motivation
- b) Creativity and critical thinking
- c) Considering organisational needs first and adhering to formal authority
- d) Building moral and harmonious relationships

1.3 Work-related stress falls into the following categories except:

- a) Physical demands
- b) Task demands
- c) Role demands
- d) Personal demands

1.4 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.

- 1.5 The “big five” personality traits are as follows EXCEPT:
- a) Agreeableness
 - b) Conscientiousness
 - c) Negative emotionality
 - d) Extraversion
 - e) Closeness.
- 1.6 The following are factors that provide a framework around which nursing routines can be planned. EXCEPT
- a) The policy of the hospital;
 - b) Services provided at set times by other departments, for example mealtimes, transport, and dispensary times.
 - c) Involvement of medical and paramedical services, for example doctors, physiotherapists, and dieticians.
 - d) Medication times
 - e) Staff shortages.
- 1.7 The following are problems of the 8 – hour shift pattern EXCEPT
- a) It requires slightly more staff members than other systems.
 - b) It cannot accommodate frequent staff changes
 - c) It cannot reasonably be expected from a staff member to work more hours a day.
 - d) It is very user-friendly.
- 1.8 Which function of Health Services Management is often referred to as directing?
- a) Leading
 - b) Planning
 - c) Organising
 - d) Controlling

- 1.9 Which of the following statements is false about planning?
- a) Planning is necessary for organisational 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, objectives, 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
- 1.10 In planning a recruitment programme, which of the following statements is true
- a) When there are more qualified staff available than vacancies, press advertisements are the best recruitment method
 - b) A poor institutional image can affect a recruitment programme adversely unless the recruitment officer makes an effort to emphasize the institutions strong points
 - c) Recruitment officers can run successful recruitment programme 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

FOR QUESTIONS 12 TO 15 FILL IN THE MISSING WORDS (1 Mark per correct response)

1.11 The.....function of health services management is often referred to as evaluation.

1.12..... refers to the number of subordinates working under a particular manager.

1.13..... means receiver's behaviour of blocking out information or distorting it to match preconceived notions

1.14 In the transformational leadership theory, the leader identifies with the employee's common values while inemphasis is on performing management tasks.

1.15 Work related stress falls into four categories namely task demands, physical demands, role demands, and.....demands.

INDICATE WHETHER THE FOLLOWING STATEMENTS ARE TRUE OR FALSE
(WRITE THE QUESTION NUMBER AND (T) FOR TRUE AND (F) FOR FALSE)

1.16 According to Maslow's theory fulfilled needs no longer motivate behaviour.

1.17 Values like honesty and goodness are pursued by people who have already reached some level of self-actualisation.

1.18 It is the manager who should implement change and planning in an organisation

1.19 The biggest risk takers in an organisation are the managers.

1.20 Under the bureaucratic leadership, employees do not grow or develop at all.

1.21 During planning the organisation is analysed in its entirety and nurse managers formulate long-term plans (strategic plans) and operational or short-term objectives.

1.22 An operational plan is the written blueprint for the attainment of objectives.

1.23 Management by objectives is used mainly to improve staff motivation and productivity.

1.24 Leaders like to motivate people by presenting them with goals that have to be achieved.

1.25 On performance appraisal rating should focus on work related behaviour and on personal qualities.

TOTAL =25 Marks

DISCUSSION QUESTIONS

QUESTION 2

- 2.1 Differentiate between management and leadership (10 Marks)
- 2.2 Discuss the "Big Five" personality traits (15 Marks)

TOTAL = 25 Marks

QUESTION 3

3.1 Discuss the concepts of understanding individuals in organisations under the following:

- The psychological contract (4 Marks)

3.2 Describe five strategies for recruiting personnel. (15 Marks)

3.3 Discuss the causes and consequences of work related stress (6 Marks)

TOTAL =25 Marks

TOTAL EXAM. MARK = 75