

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES

FINAL EXAMINATION

MAY 2008

COURSE TITLE : HEALTH SERVICES MANAGEMENT IV

COURSE CODE : NUR 501

TIME ALLOWED : 2 HOURS

MARKS ALLOCATED: 75

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

MARK ALLOCATION: 1 MARK per FACT/CORRECT PHRASE
UNLESS OTHERWISE INDICATED

***DO NOT OPEN UNTIL PERMISSION HAS BEEN GRANTED BY THE
INVIGILATOR***

QUESTION 1

SECTION A

True / False questions . For each of these questions state whether they are true or false in your answer book.

- 1.1 As organisations grow, a hierarchy of management evolves leading to fewer managers at lower levels and many more at higher ones.
- 1.2 Strategic management refers to the continual repositioning and management of an organization by formulating vision, mission , value statements, goals and strategies.
- 1.3 Planning eliminates crisis management by forecasting future organizational needs.
- 1.4 Budgets encourage managers to make a careful analysis of operations.
- 1.5 Power denotes the ability of a leader to influence others without necessarily using authority.
- 1.6 Environmental scanning is necessary to determine factors that may aid organizational goal achievement.
- 1.7 As long as data is not converted into knowledge, it cannot contribute to wisdom.
- 1.8 Data collection is important in ensuring appropriate decision making at all levels of management.
- 1.9 Goal formulation in strategic planning should only be a contribution of top level management.
- 1.10 Cost containment refers to saving money by not delivering necessary services.
- 1.11 When over the budget, a conscientious manager should spend less in another area.
- 1.12 During the assessment phase of strategic planning, the finance department should create a fiscal budget based solely on last year's budget.
- 1.13 Human resource management (HRM) refers to the whole process of attracting, developing and maintaining an effective workforce in an organization.
- 1.14 The relationship between management and workers is usually jeopardized by the presence of and utilization of a labour relations policy.
influential, conscience
- 1.15 Referent power is based on an individual's expert knowledge because others refer to him/her for technical advice.

SECTION B

Multiple choice questions. In your answer book write the letter that corresponds with the best answer.

- 1.16 The study of a position to determine what knowledge, skill and personnel characteristics are needed to perform certain responsibilities is called:
- Job design
 - Job evaluation
 - Job analysis
 - Job enrichment
- 1.17. If unbudgeted money is spent:
- Money that was not budgeted has been spent
 - There is an infinite supply of money that can be spent
 - The category on which the money was spent is over the projected budget
 - A and C
 - A and B
- 1.18 The process of developing supervisors and managers who can manage teams effectively is a goal of :
- Human resource development
 - Labour relations
 - Conflict management
 - Change management
- 1.19 Power can be defined as
- Authority or influence
 - Ability to cause or maintain the status quo
 - A negative attribute related to authoritative leadership and hierarchical organization
 - All of the above
 - A and B
- 1.20 Policies
- Eliminate differences in care
 - Do not need to be reviewed or revised
 - Are inflexible
 - All of the above
 - None of the above

- 1.21 In solving a problem it is important to
- Identify your position and stick with it.
 - Collaborate
 - Present your solution as best
 - Seek a compromise
- 1.22 All of the following are true about power EXCEPT
- It is not always commensurate with position
 - It is increased with an authoritarian approach to leadership
 - It is used to enable nurses to provide optimal care
 - It is enhanced with education and continuing education
- 1.23 The role of the state in labour relations is to:
- Facilitate working together of both parties to achieve common objectives.
 - Be responsible for protecting the interests of the employer
 - Protect the actions of trade unions
 - Ensure that employees toe the line
- 1.24 Collective bargaining refers to:
- Provision of friendly society benefits in the event of sickness
 - Lobbying for legislation supportive to their members' interests
 - Negotiation of terms and conditions of service directly with employers by trade unions
 - Ensuring that all government ministries collectively agree on issues.
- 1.25 The pluralistic perspective of labour relations views
- Organizations as an amalgamation of separate, homogenous groups with divergent interests.
 - The presence of conflicts in all relationships as being the norm.
 - Organizations as being in harmony always.
 - That all the above are true

QUESTION 2

- 2.1 **Describe** the three methods of dispute settlement in labour relations. [9]
- 2.2 Discuss human resources development in terms of:
- i. Definition (2)
 - ii. Goals (2)
 - iii. Process (12)

TOTAL MARKS [25]

QUESTION 3

- 3.1 Differentiate between these terms
- i. Strategic planning and strategic management (2)
 - ii. Zero based and incremental budgeting (2)
 - iii. Coercive and referent power (2)
 - iv. Job description and job design (2)
 - v. Middle and corporate level management (2) [10]
- 3.2 List five purposes of a knowledge management system (5)
- 3.3 Explain any five sources of power and give examples of such power (10)

TOTAL MARKS [25]