

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
FINAL EXAMINATION

MAY 2009

COURSE TITLE : HEALTH SERVICES MANAGEMENT 111

COURSE CODE : NUR 501

TIME ALLOWED : 2 HOURS

MARKS ALLOCATED: 75

INSTRUCTIONS: **1. PLEASE READ INSTRUCTIONS CAREFULLY**
2. ANSWER ALL QUESTIONS

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

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INVIGILATOR

QUESTION 1 SECTION A

MULTIPLE CHOICE

- 1.1 The process of identifying, collecting, storing and transforming data and information into an intellectual asset that is available to all staff members is technically referred to as:
- Wisdom management
 - Information management
 - Knowledge management
 - Data processing
- 1.2. The ongoing process of ensuring a competitively superior fit between an organisation and its changing environment is known as:
- Information management
 - Creative thinking
 - Strategic planning
 - Strategic management
- 1.3 Which of the following principles is **not** related to strategy execution.
- Institutionalizing the strategy
 - Allocating resources
 - Creating support systems and strategies
 - Foster innovation and make employees 'all-knowing'
- 1.4. The creative process in decision making for top level managers best means:
- problem identification and seeking usual alternatives to its solution
 - creating unique solutions as opposed to generating usual choices of solutions.
 - demonstrating an intuition in solving problems identified
 - Evaluating outcomes
- 1.5 When top level management allocates financial resources to realize organizational outcomes, it is undertaking what process of financial management?
- conducting an internal audit
 - budgeting
 - conducting cost containment
 - conducting business management
- 1.6. A new programme is being introduced and the programme manager has been asked to determine the monetary value of inputs to realize the goals of the programme. Which is the best costing approach that will be used for such an activity?
- incremental costing
 - performance costing
 - zero based costing
 - programme based costing
 - b and c
 - c and d
- 1.7 The following views are true of the pluralistic perspective to labour relations except:
- conflict in the organisation is unnecessary and unusual
 - groups within the organisation have diverse interests and objectives

- c. it is normal for conflicts to occur but there must be cooperation in the end.
- d. It is normal for employees to form their own organisation to influence management in the achievement of their objectives.

1.8 In management terms 'human resources' refers to all the following **except**:

- a. trade unions
- b. employees' intelligence and aptitudes
- c. employees' knowledge and expertise levels
- d. employees' ability to learn

1.9 Which of the following statements refers to job analysis ?

- a. the human characteristics required by the job
- b. entails the purpose, scope, duties and responsibilities of the job
- c. systematically obtaining information about jobs through determining the core duties, tasks and responsibilities of a specific job
- d. the determination of the departmental location of the job and the post level

1.10 The process approach to evaluation of healthcare services refers to :

- a. measuring the results of care administered
- b. assessing the delivery system by which care is rendered
- c. measuring the health worker's actions while delivering care
- d. ensuring that organizational outcomes are met

1.11 The first step in risk management in an organization is to

- a. develop a plan to reduce risks
- b. identify programs to be put in place to manage risks
- c. prepare for litigation costs related to injuries
- d. identify potential risks for accidents, injury and financial loss

1.12 Which of the following is **not** a component of an organisation's disciplinary program?

- a. authorized penalties
- b. record of offences and corrective actions
- c. right of appeal
- d. absence of a grievance procedure

1.13 When a staff association proposes a variation of an existing right and management opposes it, what type of dispute arises?

- a. dispute of interest
- b. dispute of right
- c. dispute of association
- d. none of the above

1.14 Which of the following are principles of disciplinary action?

- a. focus on the act
- b. investigate carefully
- c. enforce rules consistently
- d. be flexible
- e. all the above
- f. a, b and c only

- 1.15 The following statements are true about top level management except:
- mainly concerned with the strategic management of the health care organization and general management at corporate level
 - receives input from middle management for strategic planning purposes.
 - concerned with long term positioning and sustainability of the organisation
 - mainly concerned with daily departmental activities at operational level

(15)

QUESTION 1 SECTION B SHORT ANSWER QUESTIONS

Discuss the concept 'discipline' under the following headings

- definition (2)
- purposes (3)
- any five common disciplinary problems (5)

(10)

TOTAL MARKS [25]

QUESTION 2

- 2.1 The Ministry of Health and Social Welfare is reviewing its human resource management strategy. Describe any **five core activities** that will be looked into while this exercise is undertaken. (10)
- 2.2 Differentiate between collective bargaining and industrial action in labour relations (3)
- 2.3 Explain any six principles of expenditure control in an organization (12)

TOTAL MARKS [25]

QUESTION 3

- 3.1 Analyze the purpose of financial management (5)
- 3.2 Explain any five basic principles of budgeting (10)
- 3.3 Explain the application of any five standards of disaster management in an organization (10)

TOTAL MARKS [25]

GRAND TOTAL MARKS: 75