

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
DEPARTMENT OF GENERAL NURSING
FINAL EXAMINATION
MARKING GUIDE
MAY 2010

TITLE: HEALTH SERVICES MANAGEMENT -PRACTICE

COURSE CODE : NUR 331

TIME ALLOWED: 2 HOURS

INSTRUCTIONS :

- 1. THIS PAPER CONSISTS THREE QUESTIONS .**
- 2. ANSWER ALL QUESTIONS**
- 3. ALL QUESTIONS HAVE EQUAL MARKS**
- 4. READ QUESTIONS WITH UNDERSTANDING**
- 5. WRITE LEGIBLY.**

THIS PAPER IS NOT TO BE OPENED UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR.

QUESTION 1

Multiple choice questions. Write out the most appropriate response in your answer book as follows: 2 = a; 3 = d

1. The following are factors to be considered in staffing **EXCEPT**:
 - a) Times of procedures to be done
 - b) Type of nursing staff needed
 - c) The documentation system
 - d) Request for specific days off-duty (1)
2. The following statement/s define the word staffing **EXCEPT**:
 - i) The advance planning patterns of duty and off-duty hours for personnel in a nursing unit for a specific period of time
 - ii) A key to the delivery of quality nursing care
 - iii) A method used to ensure that appropriate staff are available to provide care.
 - a) i and iii
 - b) ii and iii
 - c) i only
 - d) i and ii (1)
3. One of the following is **NOT** an aspect that has to be included in a unit policy document:
 - a) Time frame covered by the schedule
 - b) The total on duty hours required for each member of the unit personnel
 - c) Bed occupancy of the nursing unit
 - d) Description of the term "weekend off" (1)
4. One of the following is a scheduling method:
 - a) Charismatic scheduling
 - b) Functional scheduling
 - c) Flexi scheduling
 - d) Mentoring scheduling (1)
5. On the wall of the nursing unit in a psychiatric hospital, the following is written:

This document serves to alert the unit personnel about the scheduling of off duties for the staff working in the unit. The objectives of this unit document are to enhance comprehensive, continuous and quality nursing care and also to distribute the off duties fairly. All members of the staff should work 40 hours a week and requests for specific off-duties should be handed two weeks prior to the date of the request. This document was compiled on the 3rd day of December 2009 by staff nurse Nozizwe Tsela whose signature follows.

The above written paragraph represents:

- a) The vision of the nursing unit
- b) The policy of the nursing unit
- c) The philosophy of the nursing unit
- d) The mission of the nursing unit (1)

6. The following are principles to be considered when planning a weekly schedule:

- a) The schedule should be written in ink
- b) The layout of the nursing unit should be considered
- c) The schedule should be kept safe for a longer period
- d) Any changes made by the unit manager should be readable (1)

7. The functional method used in assigning nursing care has the following advantages **EXCEPT**:

- a) Patients are seen as procedures
- b) Supervision and control is easy
- c) Large numbers of patients are easily handled by few personnel
- d) Delegation of duties is easy. (1)

8. One of the following is an advantage of team nursing:

- a) Daily changes in team members cause group cohesion and stability
- b) The team leader develops effective leadership skills
- c) High ratio of personnel is required
- d) More equipment is needed. (1)

9. The following are principles of delegation **EXCEPT**:

- a) All tasks and responsibilities to be delegated are to be analysed accordingly
- b) Personnel to be delegated should be knowledgeable and skillful

- c) The unit manager should feel responsible for doing all the tasks
 - d) Tasks should be clearly defined and expected outcomes made known. (1)
10. One of the following is a definition of authority:
- a) The right and power to determine, influence and evaluate
 - b) A condition of being answerable
 - c) A right to bring everything together in a proper relationship
 - d) A condition of accepting of accepting the task and responsibilities. (1)
11. All of the following are activities that have to be coordinated **EXCEPT**:
- a) Information coming to the nursing unit
 - b) Activities of the multidisciplinary team assigned to the nursing unit
 - c) Services of the nursing unit
 - d) None (1)
12. One of the barriers to effective coordination is:
- a) Giving an opinion
 - b) Offering false assurance
 - c) All of the above
 - d) Inadequate communication in the unit. (1)
13. Collaboration is:
- a) A method used to ensure availability of adequate personnel
 - b) Providing the nursing a comprehensive team of nurses
 - c) A cooperative effort that focuses on a win-win strategy
 - d) An advanced planning pattern of duty for personnel in a nursing unit. (1)
14. Collaborative planning is an important method used to:
- a) Maximize resources
 - b) Minimize duplication
 - c) Improve relationships
 - d) All of the above. (1)
15. All of the following are the desired outcomes of collaborative interdisciplinary relationships **EXCEPT**:
- a) Overtime is considered to prevent medico-legal hazards
 - b) Research productivity on issues of importance in health care will increase

- c) Creative ideas from many sectors will accelerate innovation in health care
 - d) Professionals will have more career mobility as health care systems change
- (1)

16. Performance appraisal is:

- a) An ability to develop negotiation skills in conflict management
 - b) An awareness of one's performance
 - c) A systematically planned process of evaluating and developing the performances of the nursing unit personnel
 - d) An assessment to assist in information gathering.
- (1)

17. Performance appraisal is:

- a) Part of staff retention
 - b) Part of delegating
 - c) Part of coordinating
 - d) None of the above.
- (1)

18. The following are the reasons for conducting performance appraisal **EXCEPT**:

- a) To provide direction and leadership
 - b) To maximize resources
 - c) To initiate a discussion on areas needing improvement
 - d) To assist with promotion.
- (1)

19. The tool used for performance appraisal is the interview whose purpose/s is/are:

- a) To determine if the employee meets the job requirements
 - b) To determine the current employee competences
 - c) To give feedback to employees about their performances
 - d) All of the above.
- (1)

20. The following are types of conflict **EXCEPT**:

- a) Organizational
 - b) Interpersonal
 - c) Independent
 - d) Individual.
- (1)

21. Covert conflicts are:

- i) Fluid and difficult to describe

- ii) Very destructive
 - iii) Obvious to most people
 - iv) Easier to cope with
 - a) i and iv
 - b) ii, iii and iv
 - c) iii and iv
 - d) i and ii
- (1)

22. Conflict is generally caused by all the following **EXCEPT**:

- i) Inadequate communication
 - ii) Incorrect facts
 - iii) Lack of trust
 - iv) Inability to accept change
 - a) None
 - b) i and ii
 - c) iv only
 - d) iii and iv.
- (1)

23. For the following statement write **True** or **False**

- a) Conflict development occurs in four stages (1)
- b) Manifest conflict is not similar to overt conflict (1)
- c) Confrontation is not a good approach to conflict management (1)

Total = 25

QUESTION 2

The nursing unit manager of ward 5, a male ward in a psychiatric institution, delegates you to manage the unit while she/he is away for two weeks. As a unit manager of the time, you are expected to make a duty rota/roster for the two weeks.

- a) Describe two principles or tips on making a duty rota/roster. (5)
- b) Describe any two reasons why, as a nursing unit manager, you must consider flexibility of a duty schedule. (5)

- c) The unit that you have to manage for two weeks has the following personnel: 4 staff nurses, 4 nursing assistants and 3 male patient attendants. Using the provided off duty form make a duty rota/roster for the two weeks. (15)

Total = 25

QUESTION 3

Conflict in a work situation usually arises when ideas or interests of the people in conflict seem to be incompatible.

- a) Define conflict (1)
- b) Describe conflict under the following:
- i) Individual conflict (2)
 - ii) Covert conflict (2)
- c) You are assigned to ward 3 in a psychiatric hospital as a senior nurse to manage it and already, from the look of things, you realize that there are signs of interpersonal conflict between two of the personnel assigned to your unit.
- i) Mention five (5) causes of individual conflict. (5)
 - ii) List four (4) obvious signs of overt conflict. (4)
- d) Describe five (5) principles of conflict management. (10)
- e) Accommodating is one style used in conflict management. Define accommodating. (1)

Total = 25

