

**UNIVERSITY OF SWAZILAND**  
**FACULTY OF HEALTH SCIENCES**  
**MBABANE**

**SEMESTER ONE FINAL EXAMINATION**

**NOV/DEC 2009**

**TITLE: HEALTH SERVICES MANAGEMENT**

**COURSE CODE: NUR 403**

**TIME ALLOWED: 2 HOURS**

**INSTRUCTIONS:**

- 1. PLEASE READ INSTRUCTIONS CAREFULLY**
- 2. QUESTION ONE IS COMPULSORY**
- 3. PLEASE ANSWER ANY THREE QUESTIONS**
- 4. EACH QUESTION CARRIES 25 MARKS**

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

**TOTAL MARKS: 75**

**INDICATE WHETHER THE FOLLOWING STATEMENTS ARE TRUE OR FALSE, FOR QUESTIONS 1 – 15**

1. The vision of an organisation reflects what is current in an organisation.
2. Management is concerned with working with human and financial resources only.
3. The object of most organisations is to provide service to the public.
4. Scalar chain means line of authority should extend from the lowest level to the highest.
5. Theory contributes to well founded basis for practice.
6. Basic elements of an organisational structure could be divided into; specialisation, standardisation coordination and centralisation.
7. The system's approach tries to solve problems by looking at the interrelationships between the system's input, throughput, output and environment.
8. Management by objectives is used mainly to improve staff motivation and productivity.
9. During planning the organisation is analysed in its entirety and nurse managers formulate long-term plans (strategic plans) and operational or short-term objectives.
10. An operational plan is the written blueprint for the attainment of objectives
11. Under bureaucratic leadership, employees do not grow or develop at all.
12. It is the manager who should implement change and planning in an organisation
13. Planning is the fundamental step in the management process.
14. Departmentalisation is synonymous with grouping of jobs.
15. Leading is not the same as directing people to do what you want them to do.

**INSTRUCTIONS FOR QUESTIONS 16 – 20, FILL IN THE MISSING WORD.  
WRITE ONLY THE WORD IN YOUR ANSWER BOOK.**

16. It is the .....of an organisation that address the organisations vision, belief and goals
- 17.....is essential to problem solving.
- 18 The principle of .....is that each should perform a single leading function to advance specialised care in nursing.
- 19.....is a major element of the directing function of management to other members of the health team.
- 20 ‘Adhocracy’ models of organisations are like.....

**MULTIPLE CHOICE QUESTIONS FOR 21 -25**

- 21 The purpose of management is to:
- a. Set and achieve the organisation’s objectives through action taken by its members.
  - b. To maintain balance between conflicting goals.
  - c. To achieve efficiency and effectiveness
  - d. All Of The Above
22. Which function of Health Services Management is often referred to as directing?
- a) Leading
  - b) Planning
  - c) Organising
  - d) Controlling

- 23 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.
24. The document that must be known and understood by nurses, health care practitioners, patients and the community that the health care service serves:
- a. Procedures
  - b. Policies
  - c. Rules
  - d. Mission statements.
- 25 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.

(25 Marks)

## DISCUSSION QUESTIONS:

### QUESTION 2

- 2.1 Discuss delegation under the following:

- **Definition** (1 marks)
- **Reasons for delegation** (3 Marks)
- **Problems in delegation** (4 Marks)

**2.2 Explain the characteristics of the matrix organisational structure and the guidelines to be taken into consideration when incorporating the matrix organisational structure.** (15 Marks)

**Total = 25 Marks**

### **QUESTION 3**

**3.1 Design the vision, mission statement and the philosophy of your own imagined organisation.**

**(25 Marks)**

**TOTAL 75**