

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
MBABANE

SEMESTER TWO FINAL EXAMINATION

MAY 2010

TITLE: HEALTH SERVICES MANAGEMENT

COURSE CODE: NUR 404

TIME ALLOWED: 2 HOURS

INSTRUCTIONS: 1. PLEASE READ INSTRUCTIONS
CAREFULLY
2. PLEASE ANSWER ALL QUESTIONS
3. EACH QUESTION CARRIES 25
MARKS

MARK ALLOCATION: 1 MARK / CORRECT
PHRASE/SENTENCE/FACT FOR DISCUSSION
QUESTIONS

*THIS PAPER SHOULD NOT BE OPENED UNTIL THE
INVIGILATOR HAS GRANTED PERMISSION*

TOTAL MARKS: 75

QUESTION 1

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

1. Stress can be managed in the following ways, EXCEPT:
 - a) Exercise
 - b) Relaxation
 - c) Time management
 - d) Support groups
 - e) Absenteeism

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

3. The 'big five' personality traits are as follows EXCEPT:
 - a) Agreeableness
 - b) Conscientiousness
 - c) Negative emotionality
 - d) Extraversion
 - e) Closeness

4. The leadership style that places emphasis on communicating the vision to the employees:
 - a) Participatory
 - b) Bureaucratic
 - c) Transformational
 - d) Autocratic

5. The following are categories of work-related stress EXCEPT:
 - a) Task demands
 - b) Physical demands
 - c) Role demands
 - d) Interpersonal demands
 - e) Psychological demands.
6. The following are preparation for an interview EXCEPT;
 - a) Preparation of the shortlist;
 - b) Preparation of interviewer(s);
 - c) Preparation of a venue;
 - d) Allow for at least 60 minutes per interview.
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 than an 8 hour shift.
 - d) It is very flexible.
8. Measurements of absenteeism include;
 - a) Single day absence
 - b) Frequency of absence
 - c) Paid and unpaid absence
 - d) Number of days' absent
 - e) ALL OF THE ABOVE.
9. Negative consequences of work-related stress are the following:
 - a) Behavioural consequences
 - b) Psychological consequences
 - c) Medical consequences
 - d) Direct consequences
 - e) All of the above.

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 institution's 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.

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

11. Applying appropriate employee selection and orientation procedures is one of the strategies for reducing employee rate of absenteeism.
12. Aims of induction training are as follows: Reduce anxiety and uncertainty; Save time for supervisors and fellow workers; Creates a positive attitude towards the employer; Assist the employee to become fully productive as soon as possible; and Reduce work-related stress.
13. Items to be measured in selection include basic educational qualifications, post-basic qualifications, employment history, career goals, reaction to policies such as shift work and night duty, general appearance, language ability, EXCEPT general impression.
14. One of the effects of absenteeism is that the morale of the staff may be lowered because of overtime work, substitute nurses and working with fewer staff than normal.
15. The general impression of a candidate is not necessarily an item to be measured during the selection exercise.

16. During planning the organisation is analysed in its entirety and nurse managers formulate long-term plans (strategic plans) and operational or short-term objectives.
17. A reasonable budgetary practice predicts the future success of an organisation's financial status.
18. Good remuneration, whether or not conditions of employment are pleasant is used mainly to improve staff motivation and productivity.
19. Leaders like to motivate people by presenting them with goals that have to be achieved.
20. An interview is a purposeful conversation between the employer and the applicant.
21. A psychological contract is not written on paper, nor its terms explicitly negotiated.
22. Creativity is the ability of an individual to generate new ideas or to conceive of new perspectives on existing ideas.
23. Levels of control in an organisation can be classified as follows: operational, financial, strategic and time control.
24. The 'Hawthorne rules' for conducting a interview are, to help the person talk, to relieve fears and anxieties, to steer the discussion into a topic EXCEPT that the interviewer should not argue with the speaker.
25. Staff members' requests are not considered during duty roster writing to cater for staff shortages.

(25 Marks)

DISCUSSION QUESTIONS

QUESTION 2

- 2.1 Explain the general considerations when planning for a duty roster. (10 Marks)
- 2.2 Discuss the “Big Five” personality traits. (10 Marks)
- 2.3 Name items to be measured in selection of a candidate for employment. (5 Marks)

TOTAL =25

QUESTION 3

- 3.1 Describe FIVE strategies for recruiting personnel. (10 Marks)
- 3.2 Leaders can influence their followers and apply their authority effectively because a true leader has power of one kind or another. Discuss the following kinds of power:
- 3.2.1 Legitimate power (3 marks)
- 3.2.2 Reward power (3 Marks)
- 3.2.3 Coercive power (3 Marks)
- 3.2.4 Referent power (3 Marks)
- 4.2.5 Expert power (3 Marks) (15 Marks)

TOTAL =25

TOTAL 75