

**UNIVERSITY OF SWAZILAND**

**FACULTY OF HEALTH SCIENCES**

**DEPARTMENT OF GENERAL NURSING**

**FINAL EXAMINATION - DECEMBER 2011**

**TITLE OF THE PAPER : HEALTH SERVICES MANAGEMENT I**  
**COURSE CODE : NUR 303**  
**MARKS ALLOCATED : 75**  
**TIME ALLOWED : TWO (2) HOURS**  
**EXAMINER : MRS J.V MDLULI**

Number of pages including cover page: 6

**INSTRUCTIONS**

1. Read questions carefully
2. Answer all questions
3. Write legibly
4. Each **explained** fact is worth 1 mark unless indicated otherwise

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

**QUESTION 1      MULTIPLE CHOICE**

1. The setting of performance standards is done at which phase of the management process?
  - a. Organizing
  - b. Planning
  - c. Control
  - d. Leading
  
2. An obligation to perform certain duties and accept reprimand for unsatisfactory work is called:
  - a. Authority
  - b. Power
  - c. Control
  - d. Responsibility
  
3. Which of these factors has little influence on scheduling?
  - a. Geographical layout of the unit.
  - b. Average daily patient census
  - c. Job evaluation
  - d. Job description
  
4. When assessing work to be delegated these aspects are considered *except*
  - a. Type
  - b. Amount
  - c. Complexity
  - d. How interesting it is
  
5. When assessing the subordinate for delegation which of these is not considered?
  - a. Emotional status
  - b. Trustworthiness to complete the tasks.
  - c. Social status
  - d. A & B
  - e. A & C
  - f. Ability to perform the tasks
  
6. Which of the following is not a motivational strategy in the unit?
  - a. Providing for basic physical and physiological needs of the personnel
  - b. Providing favourable working conditions in the unit
  - c. Providing adequate human resources in the unit
  - d. Asking personnel to dedicate themselves by working longer hours.
  
7. The way work is arranged and allocated among members of an institution is part of :
  - a. Directing
  - b. Planning
  - c. Control
  - d. Organising

8. How clients are organized in the ward should be based on their .....
- Illness
  - Preferences
  - Needs
  - Relatives
9. Which of the following defines 'authority'?
- It is the legitimate use of power and the right of a person to make decisions.
  - It is a diagrammatic representation of reporting relationships
  - It refers to an obligation to perform certain duties
  - It refers to being in charge of a unit.
10. The conferring of special authority from a higher status levels to a lower one is called
- Span of control
  - Delegation
  - Accountability
  - Relegation
11. What do horizontal lines of authority represent?
- That the post above is the most senior
  - That each professional at the same level should supervise the other
  - That staff at the same level have a consultative relationship
  - That the position adjacent to one's own is senior
12. In which of the following leadership styles is there likely to be a high rate of absenteeism?
- Participative
  - Situational
  - Laissez-faire
  - Authoritarian
13. When a manager perceives one positive characteristic about an employee and generalizes it into an overall high rating in a performance appraisal, what source of error is s/he influenced by?
- Bias
  - Halo effect
  - Similar-to-me effect
  - Superiority complex.
14. Which motivational theory postulates that for work motivation to increase, employees need to have a balance of hygienes and motivators.
- Maslow's hierarchy of needs theory
  - McClelland's theory
  - Herzberg's two factor theory
  - McGregor's theory X and theory Y

15. The leadership style which considers employee skill and maturity levels to arrive at the appropriate management actions is?
- Democratic
  - Autocratic
  - Situational
  - Laissez-faire
16. A written guideline that directs future decision making in the execution of specific unit activities is a:
- Policy
  - Job description
  - Departmental plan
  - Schedule
17. Which of these does not constitute routine in a nursing unit?
- Attending ad hoc meetings called by senior management
  - Wound care
  - Taking laboratory samples
  - Giving report at shift changeover
18. Performance management entails evaluation and .....of personnel performance in the unit?
- Remuneration
  - Development
  - Rewarding
  - Direction
19. Which of these is not considered in a performance appraisal?
- Competence in skill performance
  - Ability to meet set objectives
  - Character of the employee
  - Communication pattern with other employees
20. Visual representations of working relationships in an organization are displayed on :
- A flow chart
  - A Gantt chart
  - An organizational chart
  - A policy
21. The Scalar principle of organizational charts states that:
- Each employee should receive orders from only one supervisor.
  - Communication should follow supervisory lines.
  - The numbers of people being supervised should be such that they are manageable.
  - The remuneration of employees should be up to scale with their job descriptions.

22. The first step in the delegation process is:
- Assess the work to be delegated.
  - Assess the subordinate's strengths and weaknesses.
  - Delegate the task.
  - Determine the level of professional maturity of the delegatee.
23. Which of these is true regarding medical supplies in the unit?
- They should be ordered before they run out of stock.
  - They should be ordered after they run out of stock.
  - There should always be a surplus of supplies
  - They should be ordered by the matrons.
24. The care delivery mode where any incoming patient is assigned a nurse who will design his/her plan of care for a 24hr period is known as:
- Team nursing
  - Task allocation
  - Case management
  - Primary nursing
25. The type of work shifts where the employee chooses the shifts that best suit their lifestyles and stick to those for an agreed period are called:
- Variable shifts
  - Cyclical shifts
  - Rotating shifts
  - Permanent shifts

**Marks : 25**

## QUESTION2

2.1 Compare and contrast functional nursing and primary nursing in terms of the following:

- i. Characteristics of both (6)
- ii. Advantages for clients and the unit (5)
- iii. Disadvantages (4)

2.2 Explain any five routine activities in a unit. Outline how these affect unit routine (4)

2.3 State any six goals of performance appraisal (6)

**MARKS: 25**

## QUESTION 3

3.1 List any two activities done at each of the management processes. (8)

3.2 The art of leading and managing requires continuous ways to make workers feel good about what they do in the workplace. Explain five leadership behaviours that foster this philosophy. (10)

3.3 Define the following terms: (7)

- i) Delegation
- ii) Responsibility
- iii) Management
- iv) Organizing
- v) Performance standards
- vi) Power
- vii) Task allocation

**MARKS: 25**