

**UNIVERSITY OF SWAZILAND**

**FACULTY OF HEALTH SCIENCES  
DEPARTMENT OF GENERAL NURSING SCIENCE  
MAIN EXAMINATION PAPER – DECEMBER 2011**

<b>COURSE CODE</b>	<b>NUR 403</b>
<b>COURSE TITLE</b>	<b>HEALTH SERVICES MANAGEMENT 11</b>
<b>PROGRAMME</b>	<b>ENVIRONMENTAL HEALTH SCIENCE AND GENERAL NURSING SCIENCE</b>
<b>STUDENTS</b>	<b>ENVIRONMENTAL HEALTH AND GENERAL NURSING</b>
<b>YEAR OF STUDY</b>	<b>FOURTH (4<sup>th</sup>)</b>
<b>DURATION</b>	<b>TWO HOURS (2)</b>
<b>No. of QUESTIONS</b>	<b>FOUR (4)</b>
<b>MARKS ALLOCATED</b>	<b>SEVENTY-FIVE (75)</b>
<b>No. of STUDENTS</b>	<b>SIXTY (60)</b>

**INSTRUCTIONS:**

- 1. THIS EXAMINATION HAS SIX PAGES, INCLUDING THIS FRONT PAGE.**
- 2. ANSWER ALL FOUR QUESTIONS.**
- 3. READ EACH QUESTION THOUGHTFULLY.**
- 4. HANDWRITING MUST BE LEGIBLE to avoid loss of marks**
- 5. FIGURES IN BRACKETS REPRESENT MARKS ALLOCATED PER QUESTION OR A PART THEREOF.**

**DO NOT TURN OVER THE PAGE UNTIL PERMISSION HAS BEEN GIVEN BY  
THE CHIEF INVIGILATOR**

### Question 1

Meetings are an essential component of managerial duty and functioning. The Chief Executive Officer of the organization has requested you, the middle level manager, to convene a meeting next week with the following: (i) all first line managers, (ii) departmental supervisors and (iii) senior employees in that organization in order to discuss and make decisions about the type and colour of protective clothing for all employees.

- 1.1 Draw up/Write an agenda for the meeting (1x12=12)
- 1.2 List any four types of difficult people who are likely to attend this meeting. (1x4=4)
- 1.3 Describe any three qualities of an effective chairperson. (2x3=6)
- 1.4 Outline any three legal aspects of formal meetings (1x3=3)

**]25 points]**

### Question 2

Health services organizations (HSOs) may be viewed from a systems perspective.

- 2.1 In your answer booklet, draw a systems model and label its four main elements. (1x15). Be sure to illustrate the relationships between all those elements. (15)

**[15 points]**

### Question 3

#### Multiple Choice Questions

#### INSTRUCTION

Write the most appropriate answer in your answer booklet. Example: 1 = A, 2 = B and so forth, using **UPPER CASE** as per example. Each multiple choice question is worth one point (1x25=25).

- 3.1 The middle level manager in a health service organization is part of the
  - a. overall administration.
  - b. education division only.
  - c. practice section only.
  - d. research division only.(1)
- 3.2 Comparatively, authority and scope of responsibility of the middle level manager is/are said to be
  - a. large.
  - b. small.
  - c. medium.
  - d. broad.(1)
- 3.3 According to the systems theory a health services organization
  - a. is likened to an open system.
  - b. has sub units.
  - c. is viewed as a whole
  - d. all the above answers are applicable.

- 3.4 Strategic plans are
- short-term objectives of the organization.
  - long-term objectives of the organization.
  - intermediate objectives of the organization.
  - not time specific.
- (1)
- 3.5 Organizing is
- technical in nature.
  - social in nature.
  - the second phase of the management process.
  - both a. and c,
- (1)
- 3.6 The vision statement
- states explicitly the *raison d'etre* of a formal organization
  - describes explicitly the objectives of a formal organization.
  - proclaims explicitly ideal state of a formal organization .
  - discusses the beliefs of a formal organization
- (1)
- 3.7 The departure point of planning in any formal organization is/are the
- vision statement.
  - philosophy.
  - mission statement.
  - objectives.
- (1)
- 3.8 Which level of manager is expected to be most capable of conceptualizing?
- The unit manager.
  - The middle level manager.
  - The top level manager.
  - All the above level managers.
- (1)
- 3.9 Meetings are an integral component of the
- planning and organizing phases.
  - organizing and directing phases.
  - directing and controlling phases.
  - all the above phases.
- (1)
- 3.10 The following are some of the benefits of strategic planning EXCEPT
- improved organization efficiency.
  - ability to conceptualize.
  - improved communication within the organization.
  - decentralization.
- (1)

- 3.11 Which level manager/managers is/are expected to show the least technical skills?  
The
- a. chief executive officer.
  - b. unit manager.
  - c. middle level manager.
  - d. a and c.
- (1)
- 3.12 Decision-making is generally associated with
- a. planning and organizing.
  - b. organizing and directing.
  - c. directing and controlling.
  - d. all the above. .
- (1)
- 3.13 Which of the following management theories is/are the most appropriate one/ones  
May be applied to health services organizations?.
- a. The humanistic school of thought.
  - b. Classical management theories and principles.
  - c. Contemporary approaches.
  - d. All the above perspectives.
- (1)
- 3.14 The inputs element of the systems model includes the following EXCEPT
- a. structure.
  - b. technology.
  - c. clients.
  - d. manpower.
- (1)
- 3.15 Which of the following is NOT associated with management by objectives?
- a. Clarity of job instructions.
  - b. Inclusion of employees in decision-making activities.
  - c. The functional method of service delivery.
  - d. Clear cut organizational goals.
- (1)
- 3.16 Which one(s) of the following level(s) of managers is/are the most skillful in human  
relations?
- a. The senior manager.
  - b. The first line manager.
  - c. The middle level manager.
  - d. both (a) and (c).
- (1)
- 3.17 Span of control refers to
- a. the number of people reporting to a supervisor.
  - b. the system of communication in an organization. .
  - c. the practice of decentralization.
  - d. the practice of centralization.
- (1)

3.25 Leading

- a. is primarily classified as being technical in nature.
- b. is predominantly social in nature.
- c. combines both social and technical skills.
- d. is predominantly administrative in nature.

[25 points]

**Question 4**

**INSTRUCTION**

Select the missing word for each blank space from the Table below and write it in your answer booklet. Example: 4.1 = climate, 4.2 = standing. And so forth. Take note that five words will remain unused. Each statement is worth one point.

Table with the missing words/phrases

<b>responsibility, ad-hoc, culture, tall versus flat, description, bureaucracy, functional, unity, climate, organogram, specification, informal, power, organization, standing,</b>
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- 4.1 Authority is the \_\_\_\_\_ to give someone to make decisions and take actions. (1)
- 4.2 The \_\_\_\_\_ method is very efficient because work gets done. (1)
- 4.3 The principle of \_\_\_\_\_ of command refers to the communication line in an organization (1)
- 4.4 Organizational \_\_\_\_\_ may be determined from the behaviour of the employees. (1)
- 4.5 Policies and procedures are means through which the goals and objectives of an \_\_\_\_\_ may be accomplished. (1)
- 4.6 The organizational \_\_\_\_\_ serves as a measure of individual perceptions or feelings about the organization. (1)
- 4.7 A/An \_\_\_\_\_ displays the formal structure of an organization in a diagram. (1)
- 4.8 A job \_\_\_\_\_ usually states the following requirements: (i) physical, (ii) mental, (iii) responsibility and (iv) working conditions of the employee. (1)
- 4.9 Organizations have both formal and \_\_\_\_\_ structures. (1)
- 4.10 A/An \_\_\_\_\_ committee meets on a regular basis. (1)

[10 points]