

UNIVERSITY OF SWAZILAND

FACULTY OF HEALTH SCIENCES

FINAL EXAMINATION

SECOND SEMESTER MAY, 2014

TITLE OF PAPER : UNIT MANAGEMENT

COURSE CODE : GNS 315

TIME ALLOCATED : TWO HOURS

MARKS ALLOCATED : 75

INSTRUCTIONS:

- 1. ANSWER ALL QUESTIONS**
- 2. EACH QUESTION CARRIES 25 MARKS**
- 3. EACH EXPLAINED POINT IS WORTH ONE MARK**
- 4. READ INSTRUCTIONS CAREFULLY**
- 5. PLEASE WRITE NEATLY AND LEGIBLY**

N.B. DO NOT OPEN THIS PAPER UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR

QUESTION 1

For each of the following multiple questions, select the most appropriate answer. Write the question number and the letter representing the answer e.g. 4.A

1.1 The following statements are true about leadership EXCEPT

- i. Effective leadership leads to competent motivated health care practitioner
- ii. The art of how we relate to people
- iii. Relationship between leader and followers is multidisciplinary and non-coercive
- iv. Good leaders are developed through a never ending process of self-study, education, training and experience

A. i, ii,iv

B. i.iv,ii

C. iv,ii,i

D. i,ii,iii

1.2 As a nurse you are aware that one element that is the same when comparing the nursing process and management process is:

- A. Identification of needs
- B. Identification of resource
- C. Planning
- D. Control

- 1.3 The nurse manager in the medical ward evaluates that one of the staff nurses has leadership qualities. Which of the following is a basis for this judgment?
- A. The nurse works overtime every week
 - B. The nurse stays long after her shift is over to chart
 - C. The nurse uses the monthly forum to review current knowledge content
 - D. The nurse uses a negative approach when evaluating staff skills
- 1.4 The four skill sets needed by good leaders are:
- A. Self-awareness, self-management, social awareness and relationship management
 - B. Self-awareness, self-management, social control and relationship management
 - C. Self-awareness, self-control, social awareness and relationship management
 - D. Self-awareness, self-management, social awareness and relationship management
- 1.5 The communication process is essential to the leader or manager role and to the client's care. Effective communication is crucial. As a nurse, you understand that messages are:
- A. Native and foreign
 - B. Coded and encoded
 - C. Clear and unclear
 - D. Verbal and nonverbal
- 1.6 The fundamental elements of any patient care delivery system combine clinical decision making with:
- A. Leadership style
 - B. Work allocation
 - C. Nursing productivity
 - D. Patient acuity

- 1.7 A decentralized leadership structure would be one that allows decision making:
- A. At senior level
 - B. At a point of care
 - C. By all involved in care
 - D. Corporate level
- 1.8 The most flexible model of patient care, which can include a variety of skill mix is:
- A. Team nursing
 - B. Case management
 - C. Functional nursing
 - D. Primary nursing
- 1.9 Which of the following roles is the nurse in charge applying when assigning nursing assistant to tasks such as vital signs, measuring intake and output and bathing in the unit:
- A. Accountability
 - B. Responsibility
 - C. Prioritization
 - D. Delegation
- 1.10 The following are the assumption of Rensis Likert who believes that::
- A. Effective managers are highly sensitive to their staff associates
 - B. Use communication to keep the group working as a unit.
 - C. Participative management enhances human relations.
 - D. The success of this system is dependent upon effective communication among all unit level managers

1.11 The type of conflict where an individual belongs to more than one group and there are conflicting expectations from the same person.

- A. Interrole
- B. Interpersonal
- C. Intragroup
- D. Intergroup

1.12 Professional health services delivery takes place under management which focuses on the following three (3) areas **EXCEPT**:

- A. Creating and sustaining trust
- B. Implementing evidence based leadership
- C. Managing the change process through communication, feedback, and training and worker involvement.
- D. Creating a learning environment

1.13 The management level where the plans state exactly how business-level strategies are accomplished is:

- A. Corporate level
- B. Business level
- C. Functional level
- D. Middle level

1.14 The following are the importance of control **EXCEPT**:

- A. Ensures organizational physical resources are adequately deployed to effect goal achievement
- B. Adequate delegation does not guarantee adequate performance, hence the need for control measures.
- C. An effective control system ensures that mistakes and poor decision making by managers and subordinates are detected and corrected.
- D. Intimately linked to planning, organizing and leading- concludes the management process.

1.15 The following are the purposes of a policy **EXCEPT**:

- A. To serve as a source of guidance and ensure coordination of actions.
- B. To further the objectives of the health service.
- C. To prevent temporary problems from becoming permanent.
- D. Ensure consistent treatment of all nurses in the organization.

For the following five (5) questions, state whether the statement is true or false. Write true, if the statement is true and false if the statement is incorrect.

16. Routine in a ward is directed by the categories of patients (patient mix) and the needs of those patients

17. In delegation process, the superior delegate the duties, tasks and responsibilities.

18. Managers must be aware of the objectives and criteria to be used during the performance appraisal.

19. The nurse manager should exercise confidence when handling the evaluation.

20. The complexity of leading requires the understanding of several factors that include accountability.

For the following five (5) questions fill the blanks. Write the question number and the missing word(s) only.

21. is the right of a person to make decisions, and it legitimizes the use of power within the organisation.

22.postulate that effective managers are highly sensitive to their staff associates and use communication to keep the group working as a unit.

23.messages contain overt facts.

24. A function aimed at providing adequate nursing care throughout each day for seven days a week while providing a simple, predictable work schedule with stable work groups.

25. One of the features of a.....unit is that delegation principles are used as necessary.

TOTAL MARKS [25]

QUESTION 2

2.1 Delegation is based on certain principles. Explain four (4) of these principles of delegation (4 marks)

2.2 As a unit manager how would you ensure that equipment and supplies are managed well for the smooth running of the unit? (4 marks)

2.3 You are a Unit manager in a Paediatric ward and you want to assign nurses where they perform well but you want to confirm their high order needs first. You identify that nurse Siphwe has a need for achievement; silindelwe has a need for affiliation and Dumisa has a need for power. What will indicate the need of each nurse? (10 marks)

2.4 How does poor communication cause conflict in a unit? (3 marks)

2.5 Laissez-faire leadership style is not popular to most managers. Explain why organizations do not favour this leadership style? (4marks)

TOTAL MARKS [25]

QUESTION 3

3.1 Planning determines where the organization is now and where it will be in the future. Explain why good planning is important for survival of the organization? (4 marks)

3.2 Explain the concept "Self awareness" (4 marks)

3.3 One of the duties of a unit manager is to ensure that the off-duties are arranged in such a way the needs of the patients and employees are met. Describe the general principles of scheduling. (6 marks)

3.4 The unit managers formulate policies for the work place. Explain why policies are important in an organization? (6 marks)

3.5 As a unit manager how would you ensure therapeutic ward environment? (5 marks)

TOTAL MARKS [25]