

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
MAIN EXAMINATION: FIRST SEMESTER
DECEMBER 2013

COURSE TITLE: HEALTH SERVICES MANAGEMENT- LEADERSHIP

COURSE CODE: NUR 330

MARKS ALLOCATED: 75

TIME ALLOWED: 2 HOURS

INSTRUCTIONS:

- 1. The paper has three (3) questions, answer ALL.**
- 2. Read the questions carefully before answering.**
- 3. Write legibly.**
- 4. Begin each section on a fresh page.**

DO NOT OPEN THE QUESTION PAPER WITHOUT PERMISSION FROM THE INVIGILATOR

QUESTION 1

1.1 The nurse manager as a clinical practitioner in a psychiatric unit has to observe and acknowledge the patients' needs. Discuss the actions of the Nurse Manager in assisting the patient meet the following needs:

- a. Physiological needs [1X3=3]
- b. Mental needs [1X3=3]
- c. Social needs [1X3=3]

1.2 Nurse Manager Mbukwa, is assigned as the manager of Ward 2 which is an Acute Ward in the Mental Health Hospital. She works with a number of disciplines in providing quality mental health care to the patients. Describe the role of any five (5) health professionals who constitute the multidisciplinary team of Ward 2. [5x2=10]

1.3 List any six (6) attributes of an effective unit manager in a psychiatric unit. [6x1=6]

Total = 25 Marks

QUESTION 2

2.1. You are a Nurse Manager in Ward 5 at the National Mental Health Hospital. The patients that are allocated to your ward are awaiting discharge back to their families and communities. Discuss five (5) roles you have to carry out to ascertain their smooth transition from the hospital environment to their home environment. [5x3=15]

2.2. Describe one (1) responsibility of the unit manager in the teaching-learning of:

- a) The patient [1x2=2]
- b) The family [1x2=2]
- c) The student [1x2=2]
- d) The nursing team [1x2=2]
- e) The multidisciplinary team [1x2=2]

Total = 25 Marks

QUESTION 3

3.1 Compare and contrast the concepts **leadership** and **management**? [2x 3=6]

3.2 Match the following leadership styles and/or theories on the right with the description on the left by writing your responses in your answer sheet. Eg. p) Traitist theory

Description	Theory
a) The leader commits the constituents' actions, empower them to have a vision about the organization and the leaders so they work for goals that benefit the organization and themselves. [1]	Traitist theory Charismatic leadership Great man theory.
b) The manager chooses to be a leader. Constituents are loyal to the leader who helps them meet their needs and solve problems. [1]	Permissive leadership Interactional theory
c) The manager displays responsibility, maturity, intelligence, initiative and dependability. [1]	Transactional leadership Autocratic leadership
d) The manager takes the initiative to make contact with others so that they can exchange valued information with him/her. [1]	Transformational leadership Democratic leadership
e) The manager specifies actions and interactions allowed for employees; influence their actions but is not influenced by subordinates' actions. [1]	Bureaucratic leadership Situational leadership
f) The manager allows freedom to choose actions and interactions that facilitate work, and is strongly influenced by colleagues. [1]	
g) The manager finds security in adhering to established policies and regulations. [1]	
h) Relinquishes control to the group and serves mainly s resource person. [1]	
i) The manager displays differing characteristics based on a particular state of affairs. [1]	
j) The manager uses both instrumental and supportive leadership behaviour. 1]	

3.3 For the following statements state if it is TRUE or FALSE by writing the number and the response in your answer sheet e.g. p). TRUE.

- a) Problem solving is a good reasoning skill necessary for planning in a nursing unit. [1]
- b) Communication is a vital data collection and validation tool in the nursing process. [1]
- c) A nursing diagnosis should always fall within the medical and nursing domains. [1]
- d) Some of the characteristics of an adult learner according to Knowles (1978) are positive dependency, self concept, and motivation to learn. [1]
- e) Democratic leadership style is the best to lead a multidisciplinary team to attain its goals. [1]
- f) The process of influencing the activities of an organised group in its efforts toward goal setting and goal achievement is leadership. [1]
- g) The management phase which ascertains that outcomes of performance are congruent with planned outcomes is controlling. [1]
- h) Unit objectives are necessary to fill in practice gaps left by the unit mission and philosophy. [1]
- i) Procrastination is one way of saving time later use in a psychiatric unit. [1]

Total =25 Marks