

**UNIVERSITY OF SWAZILAND**

**FACULTY OF HEALTH SCIENCES**

**SEMESTER ONE FINAL EXAMINATION**

**NOVEMBER/DECEMBER 2013**

**TITLE: HEALTH SERVICES MANAGEMENT II**

**COURSE CODE: NUR 403**

**TIME ALLOWED: 2 HOURS**

**INSTRUCTIONS:**

- 1. THIS PAPER HAS A TOTAL OF 9 PAGES INCLUDING THE COVER PAGE**
- 2. PLEASE READ INSTRUCTIONS CAREFULLY**
- 3. PLEASE ANSWER ALL QUESTIONS**

**MARK ALLOCATION: ½ MARK / CORRECT  
PHRASE/SENTENCE/FACT FOR  
DISCUSSION QUESTIONS**

**TOTAL MARKS: 75**

***DO NOT OPEN THE QUESTION PAPER UNTIL YOU ARE TOLD TO DO  
SO BY THE INVIGILATOR***

## QUESTION 1

### MULTIPLE CHOICE QUESTIONS

1. The two factors which seem to be the most important determinants of health are:
  - A. Income and social status
  - B. Education and literacy
  - C. Employment and working conditions
  - D. Social environments and social support networks
  
2. There are several activities which are essential to effective strategic planning. They include:
  - i. CEO defined vision, mission, and values
  - ii defined roles and responsibilities
  - iii adequate consultation, discussion, and feedback
  - iv indicators that will be measured and monitored
  - A. i, ii, and iii
  - B. i, ii, and iv
  - C. ii, iii, and iv
  - D i, ii, iii, iv
  
3. Specialisation can be described in terms of different forms of departmentalisation. These forms are as follows:
  - i) Functional departmentalisation
  - ii) Geographical or area departmentalisation
  - iii) Product or service departmentalisation
  - iv) Client departmentalisation
  - A. i, ii, iii, iv.
  - B. i, iii
  - C. iv, ii
  - D. iv

4. The document(s) that must be known and understood by nurses, health care practitioners, patients and the community that the health care service serves is/are:
- i) Procedure manuals
  - ii) Policy
  - iii) Rules and regulations
  - iv) Mission statement.
- A. ii
- B. iv
- C. i, iii
- D. i
5. Who stated that 'Management is a social process... the process consists of... planning, control, coordination and motivation'?
- A. Fayol (1916)
- B. Koontz and O'Donnell (1984)
- C. Brech (1957)
- D. Peters (1988)
6. Which item best describes what Taylor was passionately interested in?
- A. Business strategy
- B. The role of the external environment in management
- C. The motivation of workers
- D. The efficiency of working methods
7. The leadership style that places emphasis on communicating the vision to the employees:
- A. Participatory
- B. Bureaucratic
- C. Transformational
- D. Autocratic

8. The purpose of management is to:
- i) Set and achieve the organisation's objectives through action taken by its members.
  - ii) To maintain balance between conflicting goals.
  - iii) To achieve efficiency and effectiveness
- A. i  
B. i, ii  
C. iii  
D. i, ii, iii
9. Which of the following statements is false about planning?
- i) Planning is necessary for organisational success because it reduces the need for panic/crisis planning.
  - ii) The following are among the essential components of a planning document: policy, time schedules, objectives, financial analysis/budget
  - iii) Planning is the only element that gives nursing direction and compels it forwards
  - v) Planning is an umbrella term for strategic and operational plans.
- A. iii  
B. i, ii  
C. ii  
D. iv
10. The following are factors that provide a framework around which nursing routines can be planned. EXCEPT
- A. The policy of the hospital;
  - B. Services provided at set times by other departments, for example mealtimes, transport, and dispensary times.
  - C. Involvement of medical and paramedical services, for example doctors, Physiotherapists and dieticians.
  - D. Staff shortages.

11. Each health care organization must anticipate and respond to the community's changing needs and health status by:

- i) Reviewing environmental trends
- ii) Collecting information on the determinants of health;
- iii) Reviewing feedback from clients and the community on its services;
- iv) Working with the community to identify priority needs

A. i, ii, iii, and iv.

B. i and iii

C. i and iv

D. iii and iv

12. When an organization strives to function in an environmentally friendly way, this is evidenced in:

- i) Policies and procedures
- ii) Staff and volunteer training
- iii) Communication with community partners
- iv) Application of legislation/regulations

A. i, ii, iii, and iv

B. iv

C. i and iv

D. i, ii and iv

13. In order to ensure commitment to the vision from those who work in the organization and the external community, it is imperative to:
- i. Involve senior management and community representatives in the initial planning.
  - ii. Test a draft vision developed by senior management on the staff and community.
  - iii. Design cross-functional teams made up of representatives across the organization and from the community to contribute to the development of a vision.
  - iv. Adopt the document in the organization
- A. i
  - B. i, ii
  - C. iv
  - D. i, ii, iii
14. Assembly-line technology is changing dramatically as organizations \_\_\_\_\_.
- A. develop new products for the market
  - B. replaces human labor with robots
  - C. replaces old manually controlled machines with newer machines
  - D. finds new markets for their products
15. Global economic pressures force organizations to become more \_\_\_\_\_.
- A. price competitive
  - B. quality conscious
  - C. cost efficient
  - D. conservative with raw materials

16. Falling interest rates are an example of what external force?
- A. Marketplace
  - B. Government laws and regulations
  - C. labour markets
  - D. economic changes
17. \_\_\_\_\_ refers to the ability to combine ideas in a unique way or to make unusual associations between ideas.
- A. Innovation
  - B. Imagination
  - C. Creativity
  - D. Interpretive thinking
18. \_\_\_\_\_ is the process of taking a new idea and turning it into a useful product, service, or method of operation.
- A. Innovation
  - B. Imagination
  - C. Creativity
  - D. Interpretive thinking

19. **(Scenario)**

Norah Matsebula works for an ophthalmologist's office where she has been employed as a technician for approximately 1 year. Norah has been promoted to the position of clinic coordinator where she is responsible for ensuring operational efficiency and effectiveness by managing and training other technicians, overseeing the doctor's schedules, and coordinating activities between the scheduling desk, the technicians, the insurance office, and the optical shop. Upon her promotion she was given a mandate by the doctors to "clean house" in an effort to make fundamental changes to enhance productivity.

If Norah were to consider enhancing productivity by giving greater authority to other technicians and increasing formalization, she would be considering \_\_\_\_\_ changes.

- A. structural
- B. technological
- C. people
- D. automatic

20. Being a manager, with no environmental uncertainty or threat of competitors' new products, would be relatively simple without \_\_\_\_\_.
- A. government regulations
  - B. diversity
  - C. cultural differences
  - D. organizational change

**INSTRUCTIONS FOR QUESTIONS 21 – 25, FILL IN THE MISSING WORD. WRITE ONLY THE WORD IN YOUR ANSWER BOOK.**

21. It is the .....of an organisation which describe the beliefs.
- 22..... is essential to problem solving.
23. The principle of .....is that each should perform a single leading function.
- 24.....is a major element of the directing function of management.
25. 'Adhocracy' models of organisations are like.....

**TOTAL = 25**

**QUESTION 2**

- 2.1 Discuss the components of a nursing service philosophy. (10 Marks)
- 2.2 Describe the purposes and kinds of goals of organisational goals. (10 Marks)
- 2.3 Explain participative management (5 Marks)

**TOTAL = 25**

**QUESTION 3**

- 3.1 Describe the importance of organising in Health Services. (5 Marks)



3.2 You are aspiring to start your own company; you already have the site and buildings. Apply the steps of the management functions to ensure that your company is fully functional.

(15 Marks)

3.3 Describe the characteristics of the bureaucratic structure.

(5 Marks)

**TOTAL = 25**

**TOTAL MARKS 75**