UNIVERSITY OF SWAZILAND

FACULTY OF HEALTH SCIENCES

FINAL EXAMINATION

SECOND SEMESTER MAY, 2015

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. READ INSTRUCTIONS CAREFULLY

4. PLEASE WRITE NEATLY AND LEGIBLY

N.B. DO <u>NOT</u> 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.D

1.1 .Which of the following means translating message into verbal and non verbal symbols to communicate to the receiver:

    A. Encoding
    B. Decoding
    C. Channel
    D. Feedback

1.2 .Collaboration in providing care to a group of patients under the direction of a professional nurse is:

    A. Case method
    B. Primary method
    C. Team method
    D. Modular method

1.3 .All of the following are types of conflict **EXCEPT** :

    A. Intrapersonal
    B. Interpersonal
    C. Intragroup
    D. Transgenerational

1.4. The best Nursing delivery method to provide care for comatose patients is:

    A. Case method
    B. Function method
    C. Case and function method
    D. Function and team method

1.5. The following indicate mistakes done by nursing managers during performance appraisal **EXCEPT:**

A. Halo effect
B. Horns effect
C. Central tendency error
D. Paired comparison

1.6. Mrs F. Dludlu is newly-promoted to a patient care manager position and demonstrated passion for serving her staff rather than being served. She believes that as people mature, they progress from passivity to activeness and from dependence to independence which is characteristic of

A. Transformational leader
B. Transactional leader
C. Situational leadership
D. Charismatic leader

1.7. Mrs F Dludlu came across a theory which states that the leadership style is effective dependent on the situation. Which of the following styles best fits a situation when the followers are self-directed, experts and are mature individuals?

A. Democratic
B. Authoritarian
C. Laissez faire
D. Bureaucratic

1.8. Which of the following is **TRUE** about functional nursing?

A. Concentrates on tasks and activities
B. Emphasizes use of group collaboration
C. One-to-one nurse-patient ratio
D. Provides continuous, coordinated and comprehensive nursing services

1.9. Nurse Manager Bongani orients his staff on the patterns of reporting relationship throughout the organization. Which of the following principles refer to this?

A. Span of control
B. Hierarchy
C. Esprit d' corps
D. Unity of direction

1.10. Bongani discusses the goal of the department. Which of the following statements is a goal?

A. Increase the patient satisfaction rate
B. Eliminate the incidence of delayed administration of medications
C. Establish rapport with patients.
D. Reduce response time to two minutes.

1.11. Bongani wants to influence the customary way of thinking and behaving that is shared by the members of the department. Which of the following terms refer to this?

A. Organizational chart
B. Cultural network
C. Organizational structure
D. Organizational culture

1.12. Jabulile is a new Staff Educator of a Referral Hospital. She conducts orientation among new staff nurses in her department. Sipholesihle one of the new staff nurses, wants to understand the channel of communication, span of control and lines of communication. Which of the following will provide this information?

A. Organizational structure
B. Policy
C. Job description
D. Manual of procedures

1.13. Jabulile considers shifting to transformational leadership. Which of the following statements best describes this type of leadership?

A. Uses visioning as the essence of leadership.
B. Serves the followers rather than being served.
C. Maintains full trust and confidence in the subordinates
D. Possesses innate charisma that makes others feel good in his presence

1.14. A participative leadership style is appropriate for employees who

A. Are not able to get the task done and are less mature
B. Are able to contribute to decisions about getting the work done
C. Are unable and unwilling to participate
D. Need direction, structure, and authority

1.15. Nurse retention is an important focus for health care organizations as we face a growing shortage of health care professionals in the future. According to Herzberg's motivation factors, which of the following would most likely contribute to increased job satisfaction?

   A. The organization recognizes and rewards those nurses who advance their education and achieve certification.
   B. Hiring bonuses of up to E5,000 are given to nurses to reduce the vacant positions and prevent short-staffing
   C. Nurse managers place an emphasis on establishing effective relationships with the nurses who work for them.
   D. Salary is increased

1.16. Delegation will depend on the following factors **EXCEPT**:

   A. The state's nurse practice Act (Nursing Act).
   B. Hospital vision and mission statement
   C. Job description
   D. Staff competencies

1.17. The following are the ways of reducing absenteeism **EXCEPT**:

   A. Increase participation of employers in decision making.
   B. Flexible work hours and staffing schedules can be introduced.
   C. Managers must constructively attend to conflicts in the workplace and any other serious differences.
   D. The organization can provide day-care facilities for children of hospital employees

1.18. The following are the functions of communication **EXCEPT**:

   A. That it serves as a means of gathering information
   B. It fosters motivation by clarifying what employees should be doing
   C. That it acts to control behaviour via policies, procedures and vision,
   D. That it serves as a means of providing feedback

1.19. The following are the activities in a routine **EXCEPT**:

   A. Scheduling of time for varied duty planning
   B. Formulating unit policies
   C. Formulating unit procedures
   D. Scheduling time for unit meetings

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1.20. The process of developing and evaluating the performance of personnel is known as:

    A. Job evaluation
    B. Performance management
    C. Performance appraisal
    D. Job analysis

1.21. Which of the following describes the duties and responsibilities of a nurse?

    A. Duty schedule
    B. Job assignment
    C. Working conditions
    D. Job description

1.22. Which of the following is the cornerstone of management?

    A. Control
    B. Planning
    C. Directing
    D. Organizing

1.23. The following are the advantages of Functional nursing **EXCEPT**:

    A. Psychological and sociological needs are emphasized.
    B. Great control of work activities.
    C. Most economical way of delivering nursing services.
    D. Workers feel secure in dependent role

1.24. Unit manager T.Mazibuko plans to revisit the organizational chart of the department. He plans to create a new position of a Patient Educator who has a coordinating relationship with the head nurse in the unit. Which of the following will likely depict this organizational relationship?

    A. Box
    B. Solid line
    C. Broken line
    D. Dotted line

1.25. Which of these forms of communication presents information that is often fragmented and complete?

    A. Symbolic communication
    B. Nonverbal communication
    C. Grapevine
    D. Verbal communication

QUESTION 2

2.1 Differentiate between positive and negative aspects of conflict...............(8 marks).

2.2 Explain the importance of organizing .... (7 marks).

2.3 Explain the implication of self awareness... (3 marks)

2.4 Describe the following three (3) basic needs that all people have in varying degrees as identified by David McClelland.

2.4.1 Need achievement.. ...... (2 marks)
2.4.2 Need for power.. ...... (2 marks)
2.4.3 Need for affiliation....................................... (3 marks)

[TOTAL MARKS=25]

QUESTION 3

3.1 Describe the routine activities in the unit ....(9 marks)

3.2 Explain five (5) purposes of a policy... (5 marks)

3.3 Explain how you can ensure therapeutic environment in the ward you are managing... (7 marks)

3.4 Explain the four (4) common errors that occur during evaluation of personnel.. (4 marks)

[TOTAL MARKS=25]