

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
MAIN EXAMINATION: SECOND SEMESTER
MAY 2015

COURSE TITLE: HEALTH SERVICES MANAGEMENT- MANAGEMENT PRACTICE

COURSE CODE: NUR 331

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

Read the scenario below and answer the questions that follow.

You are a Nurse Manager at Nhlanguisweni Health Centre with a staff compliment of 9 people, namely; four (4) registered nurses, three (3) nursing assistants, and two orderlies.

1.1 Create a fourteen (14) days duty schedule for your subordinates at Nhlanguisweni Health Centre. (9 marks)

1.2 Describe five (5) reasons why there should be performance management carried out amongst workers? (10 marks)

1.3 Describe the behaviour of the manager who exhibits each of the following problems of performance appraisal

- a) Halo effect (2 marks)
- b) Horns effect (2 marks)
- c) Central tendency (2 marks)

Total= 25 Marks

QUESTION 2

Read the scenario below and answer the questions that follow.

The Master Grades (MG) Country Office has recently lost E1 million funding, which will result in an immediate 20% decrease in the budget. In response, the Senior Management Team (SMT) has been meeting secretly for the last month, and has decided to cut 20% of program staff positions (20 staff members) and reorganize its operational structures. Everyone in the office is aware of the financial loss and understands that some level of staff reduction will be necessary, but they are worried that so far no formal communication has gone out about the extent of cuts, the timing, etc. Overall morale is low. You will be responsible for making a presentation to the entire SMT on their strategic roles and responsibilities in leading this organizational change. You will also need to help them understand where they are likely to encounter resistance. You recognize that several members of the SMT are not particularly excited about a task force coming together to advise them on executive decisions, particularly a group that is comprised of line management staff some of which might be affected by the final decision. However, the Country Director has given you this responsibility, and has promised to support your recommendations for the viability of the MG Country Office.

2.1 Explain who are the three (3) key stakeholders (the different categories of people) who will be affected by this change? And how they would be affected? (6 marks)

2.2 List five (5) reasons why there may be resistance to the change. (5 marks)

2.3 List two (2) things you would do to proactively manage the resistance. (2 marks)

2.4 Using Kurt Lewin's change model, discuss what you would do at each stage to manage the change. (12 marks)

Total= 25 Marks

QUESTION 3

Read the scenario below and study the graph, then answer the questions that follow.

3.1 Total quality improvement (TQI) requires that the manager collects and analyses data on which she/he will base his/her corrective action, and judge quality of services. The bar graph below shows an analysis of data on patient waiting times at the Nhlanguisweni Health Centre where you are the Nurse Manager.

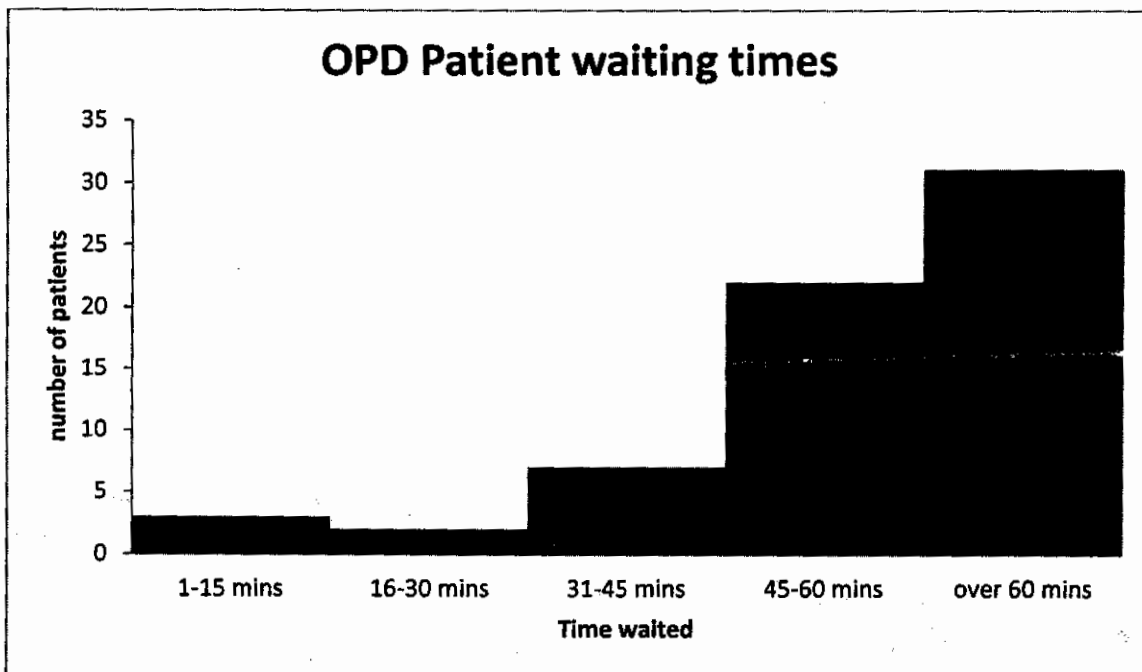


Figure 1

- A. Explain why constant evaluation of patient waiting times are an important aspect in quality improvement (2 marks)
- B. Layout your actions to correct the problem of long waiting times in your facility under the following headings.
- i) Comprehensive quality management (2 marks)
 - ii) Setting standards for benchmarking (2 marks)
- C. Discuss the detriment of overlooking the following steps in the quality assurance process?

i) Assigning responsibility (3 marks)

ii) Establishing thresholds for evaluation (3 marks)

iii) Taking actions to solve the identified problems (3marks)

3.2. Differentiate between quantitative and qualitative research characteristics under the following subtopics (10 marks)

Topic	Quantitative research	Qualitative research
Focus		
Data collection		
Findings		
Analysis		
Literature review		

Total= 25 marks