

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
MBABANE
SEMESTER TWO FINAL EXAMINATION
MAY 2015

TITLE: HEALTH SERVICES MANAGEMENT III

COURSE CODE: NUR 404

TIME ALLOWED: 2 HOURS

INSTRUCTIONS:

- 1. PLEASE READ INSTRUCTIONS CAREFULLY**
- 2. PLEASE ANSWER ALL QUESTIONS**
- 3. EACH QUESTION CARRIES 25 MARKS**
- 4. MARK ALLOCATION: 1 MARK / CORRECT PHRASE/SENTENCE/FACT FOR DISCUSSION QUESTIONS**

THIS PAPER SHOULD NOT BE OPENED UNTIL THE INVIGILATOR HAS GRANTED PERMISSION

TOTAL MARKS: 75

QUESTION 1

MULTIPLE CHOICE QUESTIONS: CHOOSE ONE RESPONSE THAT BEST ANSWERS THE QUESTION. (1 mark / correct response

1. Stress can be managed in the following ways,
 - i) Exercise
 - ii) Relaxation
 - iii) Time management
 - iv) Support groups
 - A. ii
 - B. i, ii, iii, iv
 - C. iii
 - D. ii, iv

2. Good leadership skills are characterised by the following EXCEPT:
 - i) Influence and motivation
 - ii) Creativity and critical thinking
 - iii) Considering organisational needs first and adhering to formal authority
 - iv) Building moral and harmonious relationships
 - A. iii
 - B. i, ii
 - C. ii
 - D. i

3. Some of the 'big five' personality traits are as follows EXCEPT:
 - i) Agreeableness
 - ii) Closeness
 - iii) Conscientiousness
 - iv) Negative emotionality
 - A. i, ii,
 - B. ii
 - C. i, ii, iii
 - D. iv.

4. The leadership style that places emphasis on communicating the vision to the employees is:
- i) Participatory
 - ii) Bureaucratic
 - iii) Transformational
 - iv) Autocratic
- A. i
B. i, iii
C. iii
D. ii, iv
5. The following are categories of work related stress EXCEPT:
- i) Task demands
 - ii) Physical demands
 - iii) Role demands
 - iv) Psychological demands.
- A. ii
B. ii, iv
C. i, iii
D. iv
6. The following are preparations for an interview EXCEPT;
- i) Preparation of the shortlist
 - ii) Preparation of interviewer(s)
 - iii) Preparation of a venue
 - iv) Allow for at least 60 minutes per interview.
- A. iii
B. ii, i
C. I, iv
D. iv

7. The following are problems of the 8 – hour shift pattern EXCEPT
- i) It requires slightly more staff members than other systems.
 - ii) It cannot accommodate frequent staff changes
 - iii) It is very exertive.
 - iv) It cannot reasonably be expected from a staff member to work more than an 8 hour shift.
- A. ii, iii, iii
B. i, iii
C. iii
D. iv
8. Measurements of absenteeism include;
- i) Single day absence
 - ii) Frequency of absence
 - iii) Paid and unpaid absence
 - iv) Number of days' absent
- A. i, ii
B. iii, iv
C. i, iii
D. i, ii, iii, iv
9. Items to be measured in selection of a candidate for employment. EXCEPT;
- i) Basic educational qualifications;
 - ii) Experience
 - iii) Employment history;
 - iv) Career goals;
 - v) Reaction to policies such as shift work, night duty;
- A. i, iv
B. ii,iii
C. ii
D. i, ii, iii, iv

INDICATE WHETHER THE FOLLOWING STATEMENTS ARE TRUE OR FALSE (WRITE (T) FOR TRUE AND (F) FOR FALSE)

9. Applying appropriate employee selection and orientation procedures is one of the strategies for reducing employee rate of absenteeism.
10. Aims of induction training are as follows: Reduce anxiety and uncertainty; Save time for supervisors and fellow workers; creates a positive attitude towards the employer; Assist the employee to become fully productive as soon as possible; and reduce work-related stress.
11. Traditionally, leaders have responsible for overseeing the wide array of control systems and concerns in organisations.
12. One of the effects of absenteeism is that the morale of the staff may be lowered because of overtime work, substitute nurses and working with fewer staff than normal.
13. Strategic control is aimed at ensuring that the organisation is maintaining an effective alignment with its environment and moving toward achieving its strategic goals.
14. During planning the organisation is analysed in its entirety and nurse managers formulate long-term plans (strategic plans) and operational or short-term objectives.
15. A reasonable budgetary practice predicts the future success of an organisation's financial status.
16. Good remuneration, whether or not conditions of employment are pleasant is used mainly to improve staff motivation and productivity.
17. Leaders like to motivate people by presenting them with goals that have to be achieved.
18. An interview is a purposeful conversation between the employer and the applicant.
20. Creativity is the ability of an individual to generate old ideas or to conceive of old perspectives on existing ideas.
21. The steps of the creative process are: preparation, incubation, insight and readiness

22. Leaders like to motivate people by presenting them with goals that have to be achieved.
23. Levels of control in an organisation can be classified as follows: operational, financial, strategic and time control.
24. Control can be broken down by levels in the organisations' system such as follows; strategic, structural, operational, and functional control
25. Staff members' requests are not considered during duty roster writing to cater for staff shortages.

TOTAL=25

DISCUSSION QUESTIONS

QUESTION 2

- 2.1 Explain the 'Hawthorne rules' for conducting interviews. (7 Marks)
- 2.2 Describe the factors influencing recruitment. (8 Marks)
- 2.3 Explain the steps that are taken in building a duty roster. (10 Marks)

TOTAL =25

QUESTION 3

- 3.1 Discuss the 'control process' (15 Marks)
- 3.2 Describe (5) causes and (5) consequences of work-related stress (10 Marks)

TOTAL =25

GRAND TOTAL = 75