

UNIVERSITY OF SWAZILAND

FACULTY OF HEALTH SCIENCES

FINAL EXAMINATION

SECOND SEMESTER MAY, 2016

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 NOT 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.C**

1. 1 One leadership theory states that “leaders are born and not made,” which refers to which of the following theories?

- A. Trait
- B. Charismatic
- C. Great Man
- D. Situational

1.2 Sister Zondi 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 matured individuals?

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

Scenario: Sister Shabangu is a Unit Manager in the Medical Unit. She is not satisfied with the way things are going in her unit. Patient satisfaction rate is 60% for two consecutive months and staff morale is at its lowest. She decides to plan and initiate changes that will push for a turnaround in the condition of the unit.

Questions 1.3 -1.9 are related to the scenario

1.3 Which of the following actions is a priority for Sister Shabangu?

- A. Call for a staff meeting and take this up in the agenda.
- B. Seek help from her manager.
- C. Develop a strategic action on how to deal with these concerns.
- D. Ignore the issues since these will be resolved naturally.

1.4 She knows that there are external forces that influence changes in his unit. Which of the following is NOT an external force?

- A. Memo from the Administrator to cut down on electrical consumption
- B. Demands of the labour sector to increase wages
- C. Low morale of staff in her unit
- D. Exacting regulatory and accreditation standards

1.5 One staff suggests that they review the pattern of nursing care that they are using, which is described as

- A. job description
- B. system used to deliver care
- C. manual of procedures
- D. rules to be followed

1.6 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

1.7 1 Sister Shabangu raised the issue on giving priority to patient needs. Which of the following offers the best way for setting priority?

- A. Assessing nursing needs and problems
- B. Giving instructions on how nursing care needs are to be met
- C. Controlling and evaluating the delivery of nursing care
- D. Assigning safe nurse: patient ratio

1.8 Which of the following is the best guarantee that the patient's priority needs are met?

- A. Checking with the relative of the patient
- B. Preparing a nursing care plan in collaboration with the patient
- C. Consulting with the physician
- D. Coordinating with other members of the team

1.9 When Sister Shabangu uses team nursing as a care delivery system, she and her team need to assess the priority of care for a group of patients, which of the following should be a priority?

- A. Each patient as listed on the worksheet
- B. Patients who needs least care
- C. Medications and treatments required for all patients
- D. Patients who need the most care

Scenario: Sibonakele is a newly-appointed nurse manager of The Lubombo Government Hospital, a regional hospital at Siteki. She thinks of scheduling planning workshop with his staff in order to ensure an effective and efficient management of the department. Should she decide to conduct a strategic planning workshop.

Questions 1.10 -1.20 are related to the scenario

1.10 Which of the following is NOT a characteristic of this activity?

- A. Long-term goal-setting
- B. Extends to 3-5 years in the future
- C. focuses on routine tasks
- D. Determines directions of the organization

1.11. Which of the following statements refer to the philosophy of the hospital?

- A. The Lubombo Government Hospital is a trendsetter in tertiary health care in the Lubombo region in the next five years Goal
- B. The officers and staff of The Lubombo Government Hospital believe in the unique nature of the human person
- C. All the nurses shall undergo continuing competency training program.
- D. Aims to provide a patient-centered care in a total healing environment.

12. The statement, “The Lubombo Government Hospital aims to provide patient-centered care in a total healing environment” refers to which of the following?

- A. Vision
- B. Goal
- C. Philosophy
- D. Mission

1.13 Sibonelo stresses the need for all the employees to follow orders and instructions from him and not from anyone else. Which of the following principles does he refer to?

- A. Scalar chain
- B. Discipline
- C. Unity of command
- D. Order

1.14 Sibonelo 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

1.15 **Senanile** is a new Staff Educator of a private hospital. She conducts orientation among new staff nurses in her department. Duma, 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

1.16 **Senanile** is often seen interacting with the medical intern during coffee breaks and after duty hours. What type of organizational structure is this?

- A. Formal
- B. Informal
- C. Staff
- D. Line

1.17 She takes pride in saying that the hospital has a decentralized structure. Which of the following is NOT compatible with this type of model?

- A. Flat organization
- B. Participatory approach
- C. Shared governance
- D. Tall organization

1.18 **Senanile** delegates effectively if she has authority to act, which is **BEST** defined as:

- A. having responsibility to direct others
- B. being accountable to the organization
- C. having legitimate right to act
- D. telling others what to do

1.19 **Senanile** 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.

1.20 As a manager, Senanile focuses her energy on both the quality of services rendered to the patients as well as the welfare of the staff of her unit. Which of the following management styles does she adopt?

- A. Country club management
- B. Organization man management
- C. Team management
- D. Authority-obedience management

1.21 Common errors in evaluation of personnel where an employee is given neither high or low score leading to small range of scores is

- A. Halo effect
- B. Horns effect
- C. Central tendency
- D. Strictness

1.22 The following are the factors in leading **EXCEPT**:

- A. Accountability
- B. Power
- C. Delegation
- D. Authority

1.23 Communication between departments that is used to coordinate activities is referred to as.....

- A. Lateral communication
- B. Upward communication
- C. Downward communication
- D. Grapevine communication

1.24 The following are the ways of reducing absenteeism **EXCEPT**

- A. Increase participation of employees 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

1.25 Which of these factors has little influence on scheduling?

- A. Geographical layout of the unit.
- B. Average daily patient census
- C. Job evaluation
- D. Job description

QUESTION 2

- 2.1 Planning is the cornerstone of management. Explain why. (4)
- 2.2 State seven (7) features of a well organised unit (7)
- 2.3 Describe six (6) purposes of policies (6)
- 2.4 Describe five (5) consequences for motivation (5)
- 2.5 State three (3) activities in a routine of a unit. (3)

TOTAL MARKS: 25

QUESTION 3

- 3.1 Describe the importance of organizing as a manager (5)
- 3.2 Describe the general principles of scheduling (6)
- 3.4 Explain seven (7) strategies for reducing employee absenteeism (7)
- 3.5 Explain four (4) factors affecting delegation and give appropriate examples. (4)
- 3.6 Describe guidelines/principles followed in performance evaluation (3)

TOTAL MARKS [25]