

FACULTY OF HEALTH SCIENCES

GENERAL NURSING

FINAL EXAMINATION, MAY 2017

COURSE TITLE : HEALTH SERVICES MANAGEMENT V
COURSE CODE : NUR 501
TIME : 2 HOURS
TOTAL MARKS : 75

NUMBER OF PAGES INCLUDING COVER PAGE : 6

INSTRUCTIONS:

1. ANSWER ALL YOUR QUESTIONS ON THE PROVIDED ANSWER BOOKLET.
2. READ EACH QUESTION TWICE BEFORE ANSWERING.
READ TWICE – WRITE ONCE
3. START ANSWERING THE QUESTIONS CONSIDERED EASIEST FIRST.
4. QUESTIONS CAN BE ANSWERED IN ANY SEQUENCE.
5. QUESTIONS 1 AND 2 COMPRISE SHORT AND LONG ESSAY TYPE QUESTIONS AND CARRY 50 MARKS.
6. QUESTIONS 3 IS COMPOSED OF MULTIPLE CHOICE TYPE QUESTIONS AND HAS 25 QUESTIONS.
7. EACH CORRECT POINT/FACT/STATEMENT IS WORTH $\frac{1}{2}$ MARK UNLESS INDICATED OTHERWISE ON THE QUESTION.
8. START EACH QUESTION ON A NEW PAGE

DO NOT OPEN THE QUESTION PAPER UNTIL THE INVIGILATOR HAS GRANTED PERMISSION !!!

QUESTION 1 – SHORT ESSAY QUESTIONS

- 1.1 Discuss three types of standards to be considered in quality improvement and illustrate your understanding by appropriate examples. (9)
- 1.2 In labour relations, the process of negotiation is considered a deliberate interaction between two or more persons or units for purposes of redefining or refining issues between them. Describe any five principles to consider in order to negotiate successfully. (10)
- 1.3 In the management of human resources, corporate managers may need to put in place strategies to enhance the independence of employees as well as improve the quality of work life (QWL). Discuss how the following methods can be used to improve QWL. Give appropriate examples.
- a. Job enrichment (6)
 - b. Effective leadership and supervisory behaviour (5)
 - c. Participatory management (5)

MARKS: 35

QUESTION 2

At corporate level, strategic planning is paramount to ensure organisational survival and sustainability. Discuss in detail the components of 'SWOT' and what the organisation needs to consider when conducting a SWOT analysis. (20)

MARKS: 20

QUESTION 3 MULTIPLE CHOICE

Instruction: Choose the letter that corresponds with the best answer. Write only the letter in your answer book, e.g 21. A

- 3.1 In financial management, the best definition of break- even analysis is:
- a. The calculation of a company's performance
 - b. The understanding of a cost measurement for services
 - c. The indirect expenses incurred by an organization
 - d. The determination of the volume of business needed for an organisation to cover its costs.
- 3.2 What is the primary reason to conduct a program evaluation?
- a. Support requests for program funding.
 - b. Raise the profile and credibility of the program.
 - c. Promote the program on volunteer recruitment sites.
 - d. Determine if the goals of the program are being adequately met.
- 3.3 At which stage of the dispute resolution process is a decision that is binding to both parties made?
- a. Conciliation
 - b. Arbitration
 - c. Mediation
 - d. Discussion
- 3.4 Which **two** of these are related to fair labour practice?
- a) Industrial action is a means of ensuring an organisation always meets its mandate.
 - b) CMAC provide channels for conflict resolution between management and employees.
 - c) Mutual interdependence between employers and employees is evidenced in collective bargaining.
 - d) The strength of a trade union depends on the strength of character of the office bearers.
- 3.5 In financial management reporting, the income statement report.
- a) Reflects money not spent
 - b) Measures costs per patient per day
 - c) Details the monthly cash flow per activity
 - d) Indicates how much the service earned or lost over a stated period.

3.6 Explicit information is obtained in all but which of the following?

- a) In a person's mind
- b) Paper medium
- c) Internet
- d) Flash disk

3.7 Formative evaluations are conducted _____

- a) Before the program starts
- b) During the program implementation
- c) After the program is completed
- d) Haphazardly when the department deems it fit.

3.8 A financial plan for every responsibility line in the organisation is known as:

- a) Income budget
- b) Operational budget
- c) Incremental budget
- d) Fixed budget

3.9 Which one of these **does not** constitute a purpose of sound labour relations?

- a) To minimise any distribution of service
- b) To reach agreement on how to address issues of conflict when they arise
- c) To prepare employees in readiness for industrial action
- d) To encourage communication between employees and employee representatives

3.10 The concept of fairness and equity in labour relations refers to which of these statements?

- a) Implies equality of treatment and consideration in the conduct of different relationships
- b) Refers to the ability to influence someone else's decision
- c) Refers to the right or entitlement of a person to something.
- d) Refers to the right of a person to act according to their beliefs and values

3.11 A mechanism established for managers and employee representatives to meet on a regular basis is termed:

- a) Joint consultation
- b) Industrial action
- c) Communication
- d) Quality circles

3.12 When employers impress sanctions to indicate discontent with an area of their employment contract they embark on:

- a) Collective bargaining
- b) Industrial action
- c) Joint consultation
- d) Conciliation

3.13 Which of these management behaviours is not appropriate for sound labour relations?

- a) Structures the work environment for professional autonomy
- b) Manages work related conflicts
- c) Practices authoritarian behavior
- d) Advocates for nurses' values and needs.

3.14 When an employer withholds an employee's salary without legal cause, what type of dispute arises?

- a) Dispute of contract
- b) Dispute of interest
- c) Dispute of right
- d) Dispute of law

3.15 Which **two** of these are not purposes of discipline?

- a) To exert authority
- b) To serve as a deterrent for wayward behaviour
- c) To act as punishment
- d) To ensure grievance procedures is followed

3.16 When financial managers consider the benefits to be derived from a service and the relative money to be spent on resources, they are utilising which principle of financial management?

- a) Risk-return principle
- b) Cost-benefit principle
- c) Time-value of money principle
- d) Expenditure control

3.17 In what way is strategic planning often distinguished from operational planning?

- a. By the number of executives involved in the process
- b. By the complexity of the planning forms
- c. By the organizational vs. functional focus
- d. By the use of outside consultants

3.18 Who among the following is **not** a role player in an organisation's financial management?

- a) Funding source
- b) Employees
- c) Accountant
- d) Purchasing agent

MARKS: 20

TOTAL MARKS: 75