

**UNIVERSITY OF SWAZILAND**

**FACULTY OF HEALTH SCIENCES**

**FINAL EXAMINATION**

**SECOND SEMESTER MAY, 2018**

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**TITLE OF PAPER : UNIT MANAGEMENT**  
**COURSE CODE : GNS 316**  
**TIME ALLOCATED : TWO HOURS**  
**MARKS ALLOCATED : 75**

**INSTRUCTIONS:**

- 1. ANSWER ALL QUESTIONS**
- 2. EACH QUESTION CARRIES 25 MARKS**
- 3. EACH EXPLAINED POINT IS WORTH ONE MARK**
- 4. READ INSTRUCTIONS CAREFULLY**
- 5. PLEASE WRITE NEATLY AND LEGIBLY**

***N.B. DO NOT OPEN THIS PAPER UNTIL PERMISSION HAS BEEN GRANTED BY THE INVIGILATOR***

**Instruction: Choose the letter that corresponds with the most correct answer e.g. 1.26 E**

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

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

1.2 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

1.3 Sister Mziyako is a unit manager in the Paediatric ward in Mbabane Government hospital. She conducts orientation among new staff nurses in her Ward. Nurse Sacolo, one of the new staff nurses, wants to understand the channel of communication and span of control. Which of the following will provide this information?

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

1.4 Regardless of the size of a work group, enough staff must be available at all times to accomplish certain purposes. Which of these purposes is NOT included?

- A. Meet the needs of patients
- B. Provide a pair of hands to other units as needed
- C. Cover all time periods adequately.
- D. Allow for growth and development of nursing staff.

1.5. Which of the following guidelines should be least considered in formulating objectives for nursing care?

- A. Written nursing care plan
- B. Holistic approach
- C. Prescribed standards
- D. Staff preferences

1.6 Mrs Mziyako 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

1.7 Sister Mziyako 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

1.8 Centralized organizations have some advantages. Which of the following statements are **TRUE** about centralized organization?

- 1. Highly cost-effective
- 2. Makes management easier
- 3. Reflects the interest of the worker
- 4. Allows quick decisions or actions.

- A. 1 and 2
- B. 2 and 4
- C. 2, 3 and 4
- D. 1, 2, and 4

1.9 The unit manager of the maternity unit 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.

1.10 Sister Ginindza 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

1.11 Sister Ginindza 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 where the followers are self-directed, experts and are matured individuals?

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

1.12. 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

1.13 The following are the personal causes of absenteeism **EXCEPT**:

- A. Being a single parent
- B. Double jobbing
- C. Transport problems
- D. Conflict with the colleagues

1.14 .....is a form of decentralized scheduling where staff are given the opportunity to develop and implement work schedules, taking into consideration policies and factors affecting staffing.

- A. Rotating work shifts
- B. Self scheduling
- C. Permanent shifts
- D. Straight Shift

1.15 .....assumptions are that if people are satisfied with their job, receive positive feedback, are developing their skills, they will improve their performance

- A. Rensis Likert
- B. David McClelland
- C. Frederick Herzberg
- D. Douglas McGregor

1.16 .....assumes that people want direction, have little ambition, avoid responsibility but want security.

- A. Taylor's Monistic Theory
- B. McGregor Theory X
- C. McGregor Theory Y
- D. Maslow needs Theory

1.17 The following are the modes of the conflict resolution **EXCEPT**:

- A. Avoidance
- B. Accommodation
- C. Coordination
- D. Compromise

1.18 The performance appraisal error which occurs when expectations and prejudices cause a rater to fail to give the jobholder complete respect is.....

- A. Personal Bias Error
- B. The Leniency Error
- C. Recency Error
- D. The Halo Error

1.19 Therapeutic environment of the ward management include the following **EXCEPT**:

- A. Proper lighting and dust control
- B. Elimination of unpleasant odours
- C. Safe water supply
- D. Provision of some privacy

1.20 The activities in the unit routine includes the following **EXCEPT**:

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

1.21 Activities of self analysis include.....

- A. Describing yourself in terms of your main characteristics
- B. Ask your colleagues to give as honest a view about your work performance
- C. Ask your supervisor to evaluate you.
- D. You could request a relative to speak on your behalf

1.22 Patients organization in a unit depends on the following **EXCEPT**:

- A. Layout of unit
- B. Categories of patients admitted
- C. Skill mix of personnel
- D Institutional procedure

- 1.23 The..... principle refers to numbers of people being supervised should be such that they are manageable
- A. Span of control
  - B. Line of command
  - C. Scalar chain
  - D. Unity of command
- 1.24 The following tasks can be delegated to lower level personnel **EXCEPT**:
- A. Noninvasive and sterile treatments such as emptying Foley catheter and providing hot or cold compresses
  - B. Collection of and reporting data such as vital signs, height and weight
  - C. Hygienic care activities such as bathing and toileting, assistance with feeding, and assisting with ambulating.
  - D. Socialization activities.
- 1.25 Unit managers use which types of plans for the day-day running of their departments?
- A. Business plans
  - B. Operational plans
  - C. Strategic plan
  - D. Project plans

**TOTAL MARKS [25]**

**QUESTION 2**

- 2.1 Explain why control is important in management? **(5 marks)**
- 2.2 Discuss the consequences of motivation **(5 marks)**
- 2.3 Explain seven (7) principles followed in performance evaluation of subordinates **(7marks)**
- 2.4 Discuss the importance of policy in an organization **(6 marks)**
- 2.5 Explain what is scheduling. **(2 marks)**

**TOTAL MARKS [25]**

**QUESTION 3**

- 3.1 State the four (4) objectives of ward management (4 marks)
- 3.2 Discuss five (5) uses of communication in Unit management (5 marks)
- 3.3 Explain the five (5) components of a plan (5 marks)
- 3.4 As a unit manager you cannot be able to do all the tasks by yourself, you have to delegate some tasks to your subordinates. Describe the principle of delegation. (5 marks)
- 3.4 Discuss methods that an organization can use to reduce absenteeism (6 marks).

**TOTAL MARKS [25]**