



FACULTY OF HEALTH SCIENCES

FINAL EXAMINATION

DECEMBER 2017

TITLE: HEALTH SERVICES MANAGEMENT III

COURSE CODE: NUR 403

TIME ALLOWED: 2 HOURS

INSTRUCTIONS:

- 1. PLEASE READ INSTRUCTIONS CAREFULLY**
- 2. PLEASE ANSWER ALL QUESTIONS**
- 3. EACH QUESTION CARRIES 25 MARKS**
- 4. THIS PAPER HAS 7 PAGES**

TOTAL MARKS: 75

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QUESTION 1

MULTIPLE CHOICE QUESTIONS FOR 1 -10. Please choose the option that best describes the answer. Example 1. B

1.1. Which of the following is an example of the Hawthorne experiments?

- i) The relay assembly test room
 - ii) The interview programme
 - iii) The bank wiring observation room
 - iv) The illumination experiments
- A. i)
B. ii)
C. iv)
D. iii)

1.2. Which of the following is not a feature of a bureaucracy?

- ii) Hierarchy of authority
 - i) Generalism
 - iii) Impersonality
 - iv) Specialisation
- A. iv)
B. ii)
C. iii)
D. i)

1.3. The plan which is discussed firstly in business plan is the.....

- i) Marketing plan
 - ii) Financial plan
 - iii) Personnel plan
 - iv) Production plan
- A. i)
B. ii)
C. iv)
D. iii)

1.4. In the planning process, the first step is to

- A. Set an objective
- B. Evaluate alternatives
- C. Determine strength & weaknesses
- D. None of the above

1.5. Effectiveness is often discussed in management theory. Select the option which best defines effectiveness in relation to management.

- A. Effectiveness is concerned with 'doing things right'
- B. Effectiveness is primarily a question of 'doing the right things'
- C. Effectiveness means satisfying the supervisor.
- D. Effectiveness means working towards achieving the goals of the organisation.

1.6. The systems approach to management is based on three major elements – select the option that lists them.

- A. Targets, outputs and feedback
- B. Inputs, throughputs/conversion (transformation) and outputs
- C. Effectiveness, efficiency and strategy
- D. Control, coordination and feedback

1.7. In his theory Fayol lists fourteen so-called 'principles of management'. These are the precepts which he applied the most frequently during his working life. He emphasised that these principles were not absolutes but capable of adaptation, according to need. One of the principles refers to the right to give orders – which principle does this refer to?

- A. Discipline
- B. Authority
- C. Unity of command
- D. Subordination of individual interests to general interest

1.8. The hospitals, loan agencies, postal services, and schools are examples of services of

- i) Government sector
 - ii) Private non-profit sector
 - iii) Manufacturing sector
 - iv) Business sector
- A. iv)
 - B. ii)
 - C. iii)
 - D. i), ii)

1.9. The acts of specific performance offered by one party to another and are tangible in nature is classified as

- A. Service
- B. Product
- C. Co-branding
- D. None of above

- 1.10. The following are three major characteristics of open systems **EXCEPT**:
- A. They convert inputs into outputs
 - B. They discharge their outputs into their environment
 - C. They receive inputs or energy from their environment
 - D. They are completely self-supporting
- 1.11. The vision of an organisation reflects:
- A. What is current in an organisation?
 - B. Focuses on the future state of an organisation
 - C. Lack of motivation of employees by focussing on future issues
 - D. Merely a document displayed on notice boards with no specific significance
- 1.12. Scalar chain means:
- A. Line of authority should extend from the lowest level to the highest.
 - B. Line of authority should extend from the highest level to the highest.
 - C. Line of authority should extend from the highest level to the lowest.
 - D. Line of authority should extend laterally.
- 1.13. An organisational structure could be divided into the following basic elements; **EXCEPT**:
- A. Specialisation,
 - B. Standardisation
 - C. Coordination
 - D. Centralisation.
- 1.14. In a service organisation, which one of the four organisational levels is most likely to interface directly with the general public?
- A. Middle managers.
 - B. First-line managers
 - C. Top managers.
 - D. Non-managerial employees.
- 1.15. Management by objectives mainly:
- A. Improves staff motivation and productivity.
 - B. Makes decisions without strong time pressures.
 - C. Increases interpersonal skills and conceptual abilities of supervisors.
 - D. Devises plans to implement the objectives and carry out periodic evaluation of progress towards the attainment of the objectives.

1.16. Redesigning a business process for more efficient and effective results is called:

- A. Redesigning jobs of workers
- B. Assigning additional activities to workers
- C. Moving workers from one job to the other
- D. Reengineering

1.17. The 'job enlargement' means:

- i) Redesigning jobs of workers
- ii) Assigning additional activities to workers
- iii) Moving workers from one job to the other
- iv) None of the above

- A. i), ii)
- B. ii)
- C. iv)
- D. iii), i)

1.18. The 'job enrichment' means

- A. redesigning jobs of workers
- B. assigning additional activities to workers
- C. moving workers from one job to the other
- D. None of the above

1.19. The purpose of management is to:

- i) Set and achieve the organisation's objectives through action taken by its members.
- ii) To maintain balance between conflicting goals.
- iii) To achieve efficiency and effectiveness

- A. i)
- B. i), ii)
- C. iii)
- D. i), ii), iii)

1.20. The relationships section of job description defines who you would:

- A. supervise
- B. reports to
- C. works with
- D. All of the above

1.21. Which of the following statements is false about planning?

- i) Planning is necessary for organisational success because it reduces the need for panic/crisis planning.
- ii) The following are among the essential components of a planning document: policy, time schedules, objectives, financial analysis/budget
- iii) Planning is the only element that gives nursing direction and compels it forwards
- iv) Planning is an umbrella term for strategic and operational plans.

- A. iii
- B. i, ii
- C. ii
- D. iv

1.22. The document that must be known and understood by nurses, health care practitioners, patients and the community that states the purpose of the health care service is:

- i) Procedure manuals
- ii) Policy
- iii) Rules and regulations
- iv) Mission statement.

- A. iv)
- B. ii)
- C. iii)
- D. i)

1.23. Specialisation can be described in terms of different forms of departmentalisation. These forms are as follows: **EXCEPT:**

- i) Functional departmentalisation
- ii) Geographical or area departmentalisation
- iii) Product or service departmentalisation
- iv) Client departmentalisation

- A. i, ii, iii, iv.
- B. i, iii
- C. iv, ii
- D. iv

1.24. There are several activities which are essential to effective strategic planning. They include:

- i. CEO defined vision, mission, and values
- ii defined roles and responsibilities
- iii adequate consultation, discussion, and feedback
- iv indicators that will be measured and monitored

- A .i, ii, and iii
- B. i, ii, and iv
- C. ii, iii, and iv
- D All of the above

1.25. Which item best describes what Taylor was passionately interested in?

- A. Business strategy
- B. The role of the external environment in management
- C. The motivation of workers
- D. The efficiency of working methods

DISCUSSION QUESTIONS:

QUESTION 2

2.1 Illustrate with an aid of a diagram the application of the systems approach to a Health care organisation as an open system. (10 Marks)

2.2 Explain the characteristics of the matrix organisational structure and the guidelines to be taken into consideration when incorporating the matrix organisational structure.

(15 Marks)

(25 Marks)

QUESTION 3

3.1 Describe the benefits of planning (10 Marks)

3.2 As a manager, you are responsible for spearheading goal-setting for the organisation. Discuss the different kinds of goals you would venture into. (15 Marks)

(25 Marks)