

UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES

MAIN EXAMINATION

MAY 2018

COURSE TITLE : HEALTH SERVICES MANAGEMENT V

COURSE CODE : NUR 501

TIME ALLOWED : 2 HOURS

TOTAL MARKS ALLOCATED: 75

NUMBER OF PAGES INCLUDING COVER: 5

- INSTRUCTIONS:
1. PLEASE READ INSTRUCTIONS CAREFULLY
 2. ANSWER ALL QUESTIONS
 3. MARK ALLOCATION: 1 mark per fact/correct phrase
unless otherwise indicated

*DO NOT OPEN UNTIL PERMISSION HAS BEEN GRANTED BY THE
INVIGILATOR*

QUESTION 1 MULTIPLE CHOICE

1. Which of these environments do not form the context of strategic management at macro level?
 - a. Departmental environment
 - b. Social environment
 - c. Technological environment
 - d. Physical environment
2. The following are purposes of strategic management EXCEPT;
 - a. To position or reposition the healthcare organization
 - b. To positively impact on the healthcare indicators of the population
 - c. To facilitate human resource management in the healthcare organization
 - d. To facilitate organizational survival and sustainability
3. Human resource management encompasses the following activities EXCEPT;
 - a. Utilisation of human resources
 - b. Maintenance of human resources
 - c. Fair labour practice
 - d. Quality improvement
4. In Swaziland which two pieces of legislation govern human resource management (HRM)?
 - a. The Companies act
 - b. Industrial Relations Act
 - c. Occupational Health and Safety Act
 - d. Swaziland Standards Authority (SWASA)
5. What is the correct sequence for handling of conflict between management and employees?
 - a. Conciliation, arbitration, mediation
 - b. Conciliation, mediation and joint negotiation
 - c. Mediation, arbitration and joint agreement
 - d. Conciliation, mediation and arbitration
6. The type of costing whereby a certain percentage is added to the current budget having considered the previous year's budget is called __?
 - a. Incremental costing
 - b. Zero based costing
 - c. Performance costing
 - d. Programme based costing
7. The best definition of information is:
 - a. A collection of data that may or may not be related
 - b. An understanding of how data will change over time
 - c. That which is of interest to a person
 - d. An understanding of the relationships between pieces of data

8. Sometimes called risk symptoms or warning signs, are indications that a risk has occurred or is about to occur.
- Events
 - Issues
 - Triggers
 - Predictions
9. Which of these is the best determinant of pay structure in an organisation?
- Job analysis
 - Job description
 - Job evaluation
 - Job ranking
10. The process whereby unions negotiate with employers for better employment conditions is known as:
- Dispute resolution
 - Lock out
 - Industrial action
 - Collective bargaining
11. Employees are lamenting about the fact that their babies are not catered for at the workplace yet they (workers) work even at odd hours in the evening. Management responds by saying this was not in the terms of employment agreed upon. If pursued, this would be considered a:
- Dispute of law
 - Dispute of right
 - Dispute of interest
 - Complaint
12. When compiling quarterly and annual reports, an organization should report on the risks facing the organization in order;
- To make shareholders aware of risks that may cause problems for the company in future.
 - To assure the employer that the controlling officers are paid for actual work.
 - To reduce the risk of financial reports being misstated.
 - To ensure that records of risks are kept.
13. A project manager states, "I know the risk exists and am aware of the possible consequences. I am willing to wait and see what happens. I accept the consequences should they occur." He/she is exercising the _____ method of risk control.
- Transference
 - Avoidance
 - Mitigation
 - Acceptance

14. Which activity is defined as ‘the process of resourcing an organisation’s strategy’?
- Costing
 - Budgeting
 - Expenditure control
 - Procurement

[15 Marks]

Instruction: For questions 15 - 29 write whether the statements are true or false. Write only T or F in your answer book.

- Research suggests that a nurse executive most effectively improves employee job satisfaction by increasing staff autonomy.
- Referent power is based on expertise.
- A manager may delegate responsibility.
- Predetermined performance standards are compared with actual performance at strategic execution stage of strategic management.
- The best definition of information is an understanding of how data will change over time.
- Tacit information can only be found in paper media.
- A procedure is an operational stipulation detailing and regulating the manner in which a specified issue is to be handled.
- Tele/electronic medicine is the utilization of electronic systems to supply healthcare information to the public.
- Critical thinking is characterized by evaluating options available to you.
- A direct function of top level management is setting organizational standards.
- The ‘halo effect’ of performance assessment refers to when the assessor allows the negative influence of an employee’s previous performance to influence the current assessment.
- The sense of salience is utilized when a manager prioritizes activities.
- Prevention and mitigation of risks is the main function of risk managers.
- In human resource development, the first task for the manager is identification of training need.
- The process of joint consultation in organisations always leads to industrial action.

(Marks: 15)

SUB-TOTAL :30 Marks

QUESTION 2

- 2.1 Explain any five principles of expenditure control. (10)
- 2.2 Explain any seven (7) areas or perspectives that need to be examined in a quality improvement programme for a healthcare organization. (14)
- 2.3 State any four (4) pieces of legislation governing risk management in Swaziland. (4)

SUBTOTAL – 28 MARKS

QUESTION 3

- 3.1 A healthcare organization has established a risk management department in order to enhance quality and prevent any recurrence or occurrence of an adverse event. Discuss any seven requirements that the mitigation strategy should meet. (7)
- 3.2 Discuss what an organization stands to benefit from conducting a programme evaluation (5)
- 3.3 List any five prerequisites for successful strategic management (5)

SUB-TOTAL: 17MARKS

GRAND TOTAL MARKS: 75