

**UNIVERSITY OF ESWATINI**  
**FACULTY OF HEALTH SCIENCES**

**RE-SIT**

**SECOND SEMESTER JULY, 2019**

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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***

## 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.A

- 1.1 The way work is arranged and allocated among members of an institution is part of:
- A. Directing
  - B. Planning
  - C. Control
  - D. Organizing
- 1.2 The allocation of specific task to specific personnel is called \_\_\_\_\_
- A. Job assignment
  - B. Job description
  - C. Delegation
  - D. Duty schedule
- 1.3 Which of the following is a supporting service in the unit?
- A Medication rounds
  - B. Providing linen from the laundry
  - C. Doctor's round
  - D. Wound dressings
- 1.4 Which of these forms of communication presents information that is often fragmented and incomplete?
- A. Symbolic communication
  - B. Nonverbal communication
  - C. Grapevine
  - D. Verbal communication
- 1.5 The following are considered when assessing the subordinate for delegation **EXCEPT**:
- A. Trustworthiness to complete the tasks.
  - B. Social status
  - C. Ability to perform the tasks
  - D. They are all not considered

- 1.6. Which of the following is not a motivational strategy in the unit?
- A. Providing for basic physical and physiological needs of the personnel
  - B. Providing favourable working conditions in the unit
  - C. Providing adequate human resources in the unit
  - D. Asking personnel to dedicate themselves by working longer hours.
- 1.7 Which theory postulates that to keep workers on a high productivity level, an incentive is always needed?
- A. Herzberg's two factor theory
  - B. Abraham Maslow
  - C. McGregor's theory X
  - D. Taylor's Monistic theory
- 1.8 The following are the factors in leading except:
- A. Power
  - B. Delegation
  - C. Accountability
  - D. Authority
- 1.9 The type of delegation which entails telling someone to do small specific tasks like sending them for something is referred to as:
- A. Stewardship delegation
  - B. Gofer delegation
  - C. Task description
  - D. Job description
- 1.10 Which of the following does not affect span of control?
- A. Authority of the manager
  - B. Degree of interaction required between a manager and subordinate
  - C. Competence of both manager and employee
  - D. The physical division of subordinates

**For the following questions, state whether the statement is true or false. Write true, if the statement is true and false if the statement is incorrect.**

1.11 It is desirable for a manager to have both leadership and management skills as well.

1.12 During the planning stage of the management process the manager must set an evaluation strategy for objectives set.

1.13 The cornerstone of the management process is control

1.14 All those professionals who oversee operations at the client(s) primary level of contact are at middle level management.

- 1.15 Leading refers to the coercing of subordinates to strive to attain the goals and objectives of the organisation.
- 1.16 The right of a leader to make decisions with consequent expectations on the behaviour of the followers is authority.
- 1.17 Responsibility and accountability are synonymous (interchangeable) terms.
- 1.18 The control phase of the management process enables management to cope with continuous change and uncertainty.
- 1.19 The focus of control excludes clinical performance.
- 1.20 Management is about efficiency in activity performance while leadership is about effectiveness of performance.
- 1.21 The scientific approach to patient care is the nursing process.
- 1.22 A subordinate who has been delegated a task by the manager is eventually accountable for the execution of such task
- 1.23 The regional health and social welfare structures are responsible for overall coordination of regional health and social welfare activities in Swaziland.
- 1.24 There is unequal distribution of health facilities in Swaziland with oversupply in some regions
- 1.25 While the nurse manager is responsible for storage of drugs in the ward she/he is not responsible for the stock level of drugs in the unit.

**TOTAL MARKS [25]**

**QUESTION 2**

2.1 Explain the following scheduling methods;

- |                                       |           |
|---------------------------------------|-----------|
| A. Self scheduling                    | (2 marks) |
| B. Rotating / alternating work shifts | (2 marks) |
| C. Permanent shifts                   | (2 Marks) |
| D. Cyclical or block scheduling       | (2 marks) |

2.2 Explain any five (5) principles of scheduling. (10 marks)

2.3 State any seven (7) activities that a manager may be expected to perform. (7 marks)

**TOTAL MARKS [25]**

**QUESTION 3**

- 3.1 Discuss five (5) characteristics of an effective leader. (10 marks)
- 3.2 Describe five (5) features of a well organized unit (5 marks)
- 3.3 Explain three principles which are applied to organisational charts (6 marks)
- 3.4 Explain four (4) factors affecting delegation (4 marks)

**TOTAL MARKS [25]**