

UNIVERSITY OF SWAZILAND

FACULTY OF HEALTH SCIENCES

MAIN EXAMINATION

JUNE 2020

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

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 Eswatini which is the main piece of legislation that governs human resource management (HRM)?
 - a. The Companies act
 - b. Industrial Relations Act
 - c. Risk management 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

- c. Expenditure control
 - d. Procurement
15. Which **two** of the following are true about the process of conciliation:
- a. It is less structured than arbitration
 - b. Conciliation is mandatory in solving disputes
 - c. The process often results in penalties to either party
 - d. Conciliation is discretionary
16. In order to ensure commitment to the vision from those who work in the organization and the external community, it is imperative to:
- a. Involve senior management and community representatives in the initial planning.
 - b. Test a draft vision developed by senior management on the staff and community.
 - c. Design cross-functional teams made up of representatives across the organization and from the community to contribute to the development of a vision.
 - d. All of the above.
17. A vision gives an organization:
- a. Focus of direction
 - b. Mission
 - c. Values
 - d. All of the above
18. As a new CEO, you have become aware of poor morale among staff and an attitude of indifference toward their work and each other. Which of the following actions would you initiate immediately?
- a. Arrange general staff sessions to hear their concerns and provide them with your management philosophy.
 - b. Meet with senior staff to hear their ideas about the reasons for the morale and attitude problem.
 - c. Hire a consultant to assess staff morale.
 - d. Have the staff development department offer sessions to all staff on how to communicate with each other.
19. An event has occurred in your organization that may be cause for legal action. No legal action has been taken to date, but there is a concern that action might be taken soon. What is the CEO's first responsibility?
- a. Apprise the organization's legal adviser of the situation
 - b. Ensure documentation is complete and sound
 - c. Call the client's family to assure them that the situation is under control
 - d. Call in the coroner and/or police

Marks: 20

QUESTION 2

- A. Describe and give examples of any five areas of quality improvement in healthcare. (10)
- B. Self awareness in a corporate level manager plays a critical role in the smooth running of the organization. Explain how health care leaders maintain a high level of self-awareness. (5)
- C. In light of the current covid-19 pandemic the Ministry of Health in Eswatini has to develop a mitigation strategy against this and possible future pandemics (risks). **Explain** any five compliance principles which should be included in the strategy. (10)
- D. Explain any five common impacts of problem employees. (5)

Subtotal Marks:30

QUESTION 3

- A. Discipline in the workplace is imperative so that ethical and moral standards are upheld. State any five types or forms of discipline. (5)
- B. Explain ten principles of disciplinary action and give appropriate examples of their application. (20)