

**UNIVERSITY OF ESWATINI**  
**FACULTY OF HEALTH SCIENCES**  
**FINAL EXAMINATION**  
**FIRST SEMESTER**

**COURSE NAME: HEALTH SERVICES MANAGEMENT 1V**

**COURSE CODE: GNS427**

**INSTRUCTIONS:**

- 1. PLEASE READ QUESTIONS CAREFULLY**
- 2. START EACH QUESTION ON A SEPARATE PAGE**
- 3. ANSWER ALL QUESTIONS**
- 4. ONE (1) MARK PER CORRECT RESPONSE OR VALID POINT**
- 5. THE PAPER IS DIVIDED INTO SECTION A AND B**
- 6. THE EXAMINATION PAPER CARRIES 5 PAGES**

**TOTAL MARKS =75**

***THIS PAPER SHOULD NOT BE OPENED UNTIL THE INVIGILATOR HAS GRANTED PERMISSION***

**SECTION A**

**QUESTION 1**

**MULTIPLE CHOICE QUESTIONS: CHOOSE ONE RESPONSE THAT BEST ANSWERS THE QUESTION. (1 mark / correct response)**

1.1 A Health Services manager makes plans of attracting qualified and competent people to fill the roles designed in the hierarchy. Which process refers to this?

- A. Staffing
- B. Scheduling
- C. Recruitment
- D. Induction

1.2 Which management function is often referred to as directing?

- A. Leading
- B. Planning
- C. Organising
- D. Controlling

1.3 In planning a recruitment program, which of the following statements is FALSE?

- A. When there are more qualified staff available than vacancies, press advertisement are the best recruitment method.
- B. A poor institutional image can affect a recruitment program adversely unless the recruitment officer emphasizes the Institution's strong points.
- C. Recruitment officers can run a successful recruitment program even without the necessary statistics and data, as long as they appear friendly and smart and market the organisation.
- D. Informal recruitment, when existing staff spread the news, is not one of the best ways of recruiting staff.

1.4 The leadership style that places emphasis on communicating the vision to the employees is:

- A. Participatory
- B. Bureaucratic
- C. Transformational
- D. Autocratic

1.5 The traditional management function of leading is also known as .....

- A. Transformational leadership
- B. Transactional leadership
- C. Situational leadership
- D. Directing

- 1.6 Leadership is a complex process that includes the following; EXCEPT:
- A. Authority and power
  - B. Delegation and influence
  - C. Motivation and scheduling
  - D. Responsibility and accountability
- 1.7 The following are factors that influence recruitment; EXCEPT:
- A. Requirements of the statutory body,
  - B. Conditions in the labour market,
  - C. Organisational policy
  - D. The image of the institution
- 1.8 Preparations for an interview include the following; EXCEPT:
- A. Preparation of a venue,
  - B. Preparation of the interviewer,
  - C. Preparation of a short list
  - D. Preparation of the interviewee
- 1.9 One of the strategy to reduce absenteeism is:
- A. Formulating an attendance policy
  - B. Planning human resources requirements for scheduling,
  - C. Measuring frequency of absenteeism
  - D. Improving in-service training.
- 1.10 The following are causes of stress in an organisation; EXCEPT:
- A. Task demands
  - B. Role demands
  - C. Too much information for decision-making
  - D. Interpersonal relationships.
- 1.11 The management function that keeps deviations from planned activities is called:
- A. Staffing
  - B. Controlling
  - C. Organising
  - D. Leading
- 1.12 The manager who has information that is not accessible to other managers in an organisation:
- A. Reward power
  - B. Referent power
  - C. Expect power
  - D. Coercive power

1.13 The following are leadership behaviours that are distinctively displayed during transformational leadership; EXCEPT:

- A. Communication of a vision,
- B. Establishing a trusting relationship between the leader and followers
- C. Empowering followers to make decisions and avoid risks.
- D. Effect change

1.14 The Manager checks the documentary requirements for the applicants for staff nurse position. Which one is NOT necessary?

- A. Certificate of previous employment
- B. Record of related learning experience
- C. Membership to accredited professional organization
- D. Professional identification card

1.15. Negative consequences of work-related stress are the following:

- i) Behavioural consequences
  - ii) Psychological consequences
  - iii) Medical consequences
  - iv) Direct consequences
- A. i, iv
  - B. ii, iii
  - C. iii
  - D. i, ii, iii, iv

**TOTAL (15)**

## **SECTION B**

### **ESSAY QUESTIONS**

#### **QUESTION 2**

- 2.1 Describe five (5) strategies of recruiting personnel into the organisation. (10)
- 2.2 Explain how you would utilise for kinds of power in your area of responsibility to ensure productivity. (15)

**TOTAL (25)**

#### **QUESTION 3**

- 3.1 Discuss the control process. (15)
- 3.2 Discuss factors causing absenteeism, and measurement of absenteeism. (10)

**TOTAL (25)**

#### **QUESTION 4**

- 3.1 Discuss the aims of induction training and the aspects which are covered during the induction program. (10)

**GRAND TOTAL = 75**