

**UNIVERSITY OF SWAZILAND**

**FACULTY OF HEALTH SCIENCES**

**DEPARTMENT OF GENERAL NURSING**

**FINAL EXAMINATION    DECEMBER 2010**

**TITLE OF THE PAPER**    :    Health Services Management I  
**COURSE CODE**            :    NUR 303  
**MARKS ALLOCATED**       :    75  
**TIME ALLOWED**            :    TWO (2) hours  
**EXAMINER**                :    MRS J.V MDLULI

**Number of pages including cover page: 5**

**INSTRUCTIONS**

- 1 Read questions carefully
- 2 Answer all questions
- 3 Each question carries 25 marks
- 4 Write legibly

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

**QUESTION 1**

**SECTION A**

**Multiple choice**

**Choose the letter that corresponds with the best answer. Write only the appropriate letter in your answer book.**

1.1 The aim of performance appraisal is to

- a) Evaluate and develop the person.
- b) Check performance of the subordinates
- c) Promote subordinates who excel in their job
- d) Measure if subordinates perform according to set standards.

1.2 Control in management includes all the following except:

- a) supervision
- b) documentation
- c) consultation
- d) performance appraisal

1.3 Which of the following does not influence routine in the unit?

- a) Type of patients requiring specific care
- b) Skill mix of staff
- c) Layout of the unit
- d) Staff needs and preferences

1.4 Which of these is **false** regarding policy formulation?

- a) Identification of the problem requiring a policy is important
- b) Group participation is not important because it is a managerial function.
- c) The policy should be justified.
- d) The policy needs to be tested before it can be fully implemented.

1.5 The type of scheduling where nurses choose the shifts that best suit their lifestyles and stick to those is called?

- a) Centralized scheduling
- b) Cyclical scheduling
- c) Rotating scheduling
- d) Permanent shifts

1.6 Which of these strategies cannot be used to reduce absenteeism of staff in a unit?

- a) Allowing staff to be absent whenever they request to.
- b) Counseling of employee with excessive absences
- c) Introduction of flexible work hours and staffing schedules
- d) Increase participation of employees in decision making

1.7 Which of the following environmental factors do not influence scheduling?

- a) Location of the unit or ward within the institution
- b) Floor plan of unit
- c) Organizational structure
- d) Type of care delivery practiced

1.8 The scalar principle states that:

- a) Each employee should receive orders from only one supervisor.
- b) Decisions can only be made by the one in authority.
- c) Communication should follow supervisory lines
- d) Work coordination in the unit is logical and orderly

1.9 An obligation to perform certain duties or make certain decisions in a ward or unit is referred to as:

- a) Responsibility
- b) Authority
- c) Span of control
- d) Power

1.10 The best way of assessing the quality of leadership is:

- a) Setting up suggestion boxes
- b) Determining if policies are followed
- c) Studying the behaviour of subordinates
- d) Determining if work gets done.

**QUESTION 1****SECTION B**

1. List any 6 routine activities in the unit (6)
2. Differentiate between authoritarian, participative and laissez-faire leadership styles. (6)
3. Describe the three roles of the leader in team nursing (3)

[Total Marks: 25]

**QUESTION 2****SECTION A****True or False**

Questions 2.1- 2.10 are True/False types. For each sentence write whether it is true or false in your answer book.

- 2.1 Abraham Maslow maintained that people are motivated by a desire to satisfy a hierarchy of needs.
- 2.2 The day-to-day and month-by-month planning by unit managers is referred to as strategic planning.
- 2.3 The vision of the organization is a unique and ideal image of the future of the organization.
- 2.4 The organizational chart does not indicate informal lines of communication.
- 2.5 Layout of the unit influences routine in the unit
- 2.6 In team nursing one nurse takes the responsibility of the total nursing care of one or more patients
- 2.7 One advantage of primary nursing is fostering autonomy and accountability of the primary nurse.
- 2.8 Temperature and humidity control in a unit are not under the control of manager because they are natural phenomena.
- 2.9 A nurse managers oversees the use and maintenance of all equipment in a unit
- 2.10 Conflict in the workplace is normal and should be encouraged.

(10)

## **SECTION B**

Task allocation is still used by many nursing units today.

- 2.1 Explain five advantages of this system of care delivery. (5)
- 2.2 Explain any five causes of conflict in the workplace and give appropriate examples. (10)

**[Total marks: 25]**

## **QUESTION 3**

- 3.1 State any three reasons why organizing is important. (3)
- 3.2 Describe any five common errors in personnel evaluation. (10)
- 3.3 State two (2) disadvantages of a democratic leadership style. (2)
- 3.4 As a manager you have scheduled an appraisal interview with your subordinate. What five preparations will you make before the interview and why? (10)

**[Total marks: 25]**