

**UNIVERSITY OF SWAZILAND
FACULTY OF HEALTH SCIENCES
DEPARTMENT OF COMMUNITY HEALTH NURSING SCIENCE**

**FINAL EXAMINATION- SECOND SEMESTER
MAY 2014**

COURSE CODE: NUR 331

COURSE TITLE: HEALTH SERVICES MANAGEMENT-
MANAGEMENT PRACTICE

TIME ALLOWED: 2 HOURS

MARKS ALLOCATED: 75

INSTRUCTIONS:

- 1) THIS PAPER CONTAINS 3 QUESTIONS: ANSWER ALL.
- 2) READ THE INSTRUCTIONS AND QUESTIONS CAREFULLY
- 3) EACH QUESTION HAS A WEIGHT OF 25 MARKS
- 4) WRITE NEATLY AND LEGIBLY.

**DO NOT OPEN THE QUESTION PAPER UNTIL PERMISSION IS GRANTED BY THE
INVIGILATOR**

QUESTION 1

Sister Lungile is a young Unit Manager in Ward 42 in the Mental Health Hospital. Sister Lungile has numerous responsibilities such as planning for her unit and directing within the unit. Question 1.1 to 1.15 is based on Sister Lungile and the work she does in Ward 42. Read each statement and respond by selecting the best possible answer. Write the question number and the correct response next to it on your answer book e.g. 1.1 E

1.1 Most of the staff nurses are senior to Sister Lungile in terms of arrival in the Unit. They are very articulate, confident and sometimes aggressive. She feels uncomfortable believing that she is the scapegoat of everything that goes wrong in her department. Which of the following is the best action that she must take?

- A. Identify the source of the conflict and understand the points of friction
- B. Disregard what she feels and continue to work independently
- C. Seek help from the Matron
- D. Quit her job and look for another employment.

1.2. As a young manager, she knows that conflict occurs in any organization. Which of the following statements regarding conflict is NOT true? **Conflict**.....

- A. Can be destructive if the level is too high
- B. Is not beneficial; hence it should be prevented at all times
- C. May result in poor performance
- D. May create leaders

1.3. Sister Lungile tells one of the staff, "I don't have time to discuss the matter with you now. See me in my office later", when the latter asks if they can talk about the issue. Which of the following conflict resolution strategies did she use?

- A. Smoothing
- B. Compromise
- C. Avoidance
- D. Restriction

1.4. Sister Lungile knows that one of her staff is experiencing burnout. Which of the following is the best thing for her to do?

- A. Advise her staff to go on vacation.
- B. Ignore her observations; it will be resolved even without intervention
- C. Remind her to show loyalty to the institution.

D. Let the staff ventilate her feelings and ask how she can be of help.

1.5. She knows that performance appraisal consists of all the following activities EXCEPT:

- A. Setting specific standards and activities for individual performance.
- B. Using organizational standards as a guide.
- C. Determine areas of strength and weaknesses
- D. Focusing activity on the correction of identified behavior.

1.6. Which of the following statements is NOT true about performance appraisal?

- A. Informing the staff about the specific impressions of their work helps improve their performance.
- B. A verbal appraisal is an acceptable substitute for a written report
- C. Patients are the best source of information regarding personnel appraisal.
- D. The outcome of performance appraisal rests primarily with the staff.

1.7. She conducts a 6-month performance review session with a staff member. Which of the following actions is appropriate?

- A. She asks another nurse to attest the session as a witness.
- B. She informs the staff that she may ask another nurse to read the appraisal before the session is over.
- C. She tells the staff that the session is manager-centered.
- D. The session is private between the two members.

1.8. Sister Lungile plans to assign competent people to fill the roles designed in the hierarchy of her Unit. Which process refers to this?

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

1.9. She 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 (transcript)
- C. Membership to Nurses' Association
- D. Professional identification card

1.10. She carries out a study on patient satisfaction in the outpatient department of the Mental health Hospital and opts to use self-administered questionnaires to collect data. Which of the following articles would Nurse Lungile least consider for her review of literature?

- A. "Story-Telling and Anxiety Reduction Among Pediatric Patients"
- B. "Turnaround Time in Emergency Rooms"
- C. "Outcome Standards in Tertiary Health Care Institutions"
- D. "Environmental Manipulation and Client Outcomes"

1.11. Which of the following variables will she likely EXCLUDE in her study?

- A. Competence of nurses
- B. Caring attitude of nurses
- C. Salary of nurses
- D. Responsiveness of staff

1.12. She checks if her instruments meet the criteria for evaluation. Which of the following criterion refers to the consistency or the ability to yield the same response upon its repeated administration?

- A. Validity
- B. Reliability
- C. Sensitivity
- D. Objectivity

1.13. Which criteria refer to the ability of the instrument to detect fine differences among the subjects being studied?

- A. Sensitivity
- B. Reliability
- C. Validity
- D. Objectivity

1.14. Which of the following terms refers to the degree to which an instrument measures what it is supposed to be measure?

- A. Validity
- B. Reliability
- C. Meaningfulness
- D. Sensitivity

1.15. She plans for her sampling method. Which sampling method gives equal chance to all units in the population to get picked?

- A. Random
- B. Accidental
- C. Quota
- D. Judgment

Question 1.16 to 1.25 requires that you match the description on the left with the matching concept on the right. Write the description number and the letter of the concept that matches it e.g. 1.28 A

Description	Concept
1.16 The evaluator concentrates on all the negative aspects, overlooking positive aspects	<ul style="list-style-type: none"> A. Leniency B. Accommodation C. Similar-to-me effect D. Halo effect E. Cyclical schedule F. Compromise G. Competition H. Horns effect I. Personal bias J. Horns effect K. Recent behavior bias L. Flexi-scheduling M. Central tendency
1.17 The evaluator rates all personnel to be "average".	
1.18 The evaluator rates the personnel based on the most recent activity.	
1.19 The evaluator rates the personnel higher if the personnel are perceived to have similar characteristics as the evaluator.	
1.20 The evaluator concentrates more on the positive aspects and overlooks the negative aspects.	
1.21 The type of conflict management is assertive-cooperative.	
1.22 The type of conflict management is unassertive-cooperative.	
1.23 The type of conflict management is assertive-uncooperative.	
1.24 A specific, predictable and repetitive pattern is followed for off-duties.	
1.25 A schedule is worked out according to the specific needs and personal needs for that specific week/ month.	

TOTAL

25 Marks

QUESTION 2

2.1 Discuss five (5) guidelines of scheduling that a Manager should follow when writing a duty schedule and write a framework that supports the guideline. (15 marks)

2.2. Describe five (5) principles of delegation in a unit (10 marks)

TOTAL 25 Marks

QUESTION 3

3.1 Define the term “planned change”. (1 mark)

3.2 Identify a needed change in the health facility where you practice as a nursing student. Using the three (3) steps of Lewin’s Change Model discuss how you would go about effecting change. (9 marks)

3.2 In the process of the change you want to effect, the personnel may be placed into the categories that follow based on their rate of adoption of the change. Discuss each of the categories below.

- a. Innovators (3 marks)
- b. Early adopters (3 marks)
- c. Early majority (3 marks)
- d. Late majority (3 marks)
- e. Laggards (3 marks)

TOTAL 25 Marks