



"Investing in Africa's future"

COLLEGE OF HEALTH, AGRICULTURE & NATURAL SCIENCES

DEPARTMENT OF PUBLIC HEALTH AND NURSING (DPHN)

**NSHA 401: HEALTH SERVICES ADMINISTRATION AND
MANAGEMENT(BHSM)**

END OF SEMESTER FINAL EXAMINATIONS

NOVEMBER 2023

LECTURER: MR T.T. DZVAIRO

DURATION: 3 HRS

INSTRUCTIONS

You are required to answer questions as instructed below

Answer **ANY FOUR (4)** questions in this paper

Credit will be awarded for logical, systematic and neat presentations

Start **each** question on a new page in your answer booklet

- 1.) You are the newly appointed Operations Director (OD) of a 150-bed long-term care organization which has a long history of providing excellent care. The organization operates under a typical bureaucratic structure and departments are defined along functional lines. The organization has experienced financial difficulties in the past, which it overcame through a variety of means. It is again in a deficit budget position and there is no immediate answer to resolving this situation. As the new OD, you have several years of experience and an enviable record in management. However, you have not had extensive hands-on experience in long-term care. As a result, when your appointment was announced by the board, the staff became very apprehensive and became protective of their departmental functions. Adding to the staff's sense of unease is a rumour that you are going to implement a strategic planning process and move towards a client-centred model of operation. Staff members perceive all of these changes as threats to their individual and departmental autonomy.
- a.) As the OD, highlight the activities/strategies you would implement in order for operations to run smoothly (15 marks)
- b.) Giving practical examples evaluate the applicability of Max Weber's theory to modern day management (10 marks)

Question 2

- a.) Teams are essential in organizational functions. Discuss the advantages and disadvantages of teams (10 marks).
- b.) Citing examples, discuss barriers that may influence a manager not to delegate work to his/her subordinates and how to overcome them (15 marks).

Question 3

- a. Since its recommendation by WHO member countries in 1978, Primary Health Care has remained the most practical and effective approach to health care provision; explain the three main aims of Primary Health Care (10 marks).
- b. Controlling is a key management function in any organization. Giving examples discuss the Controlling process (15 Marks).

Question 4

- a.) Human resource leaders should always adopt a strategic business focus. As a people-centered function, Human Resources touches every part of the employee lifecycle. Please describe the steps that HR leaders can take to ensure that they are being strategic in recruitment, selection, and retention of employees. How would you know that you have been successful in each of these areas? (15 Marks)
- b.) Planning is essential in the Health Care Delivery System. Discuss strategic and operational planning and outline the relationship between the two (10 Marks).

Question 5

- a.) Discuss the concept of Management by Objectives, highlighting its advantages and disadvantages (10 marks).
- b.) “Teamwork is key in the success of any organization”. Discuss the stages involved in the team building process (15 marks).

Question 6

- a.) Organizational structure provides a framework for allocating responsibility, authority and accountability to various posts. Discuss the 5 types of organizational structures (15 Marks)
- b.) Discuss the steps involved in the decision-making process (10 marks).

Question 7

- a.) Discuss any four styles of leadership highlighting advantages and disadvantages (10 marks).
- b.) Primary Health Care approach guides Health care practitioners in organizing health services. Citing examples, discuss how you as a Health Services Manager would apply any 5 principles/pillars of Primary Health Care as you perform your duties? (15 marks)

End Of Exam