



***“Investing in Africa’s Future”***

**COLLEGE OF HEALTH, AGRICULTURE AND NATURAL SCIENCES**

**NSHA401: HEALTH SERVICES ADMINISTRATION AND MANAGEMENT**

**END OF SEMESTER EXAMINATIONS**

**NOVEMBER 2021**

**LECTURER: MR T.T.DZVAIRO**

**DURATION: 5 HOURS**

**INSTRUCTIONS**

**Answer any one question**

**PLEASE STICK TO THE STANDARD HOUSE STYLE i.e.**

■ **TIMES NEW ROMAN**

■ **FONT SIZE 12**

■ **DOUBLE SPACING**

■ **SEND YOUR ANSWER AS A MICROSOFT WORD DOCUMENT**

**The mark allocation for each question is indicated at the end of the question**

**Credit will be given for logical, systematic and neat presentations**

### **Question 1**

- a.) Primary Health Care approach guides Health care practitioners in organizing health services. Citing examples, discuss how you as a Health Services Administrator would apply the 5 principles/pillars of Primary Health Care as you perform your duties (25 marks)
- b.) Teams are essential in organizational functions. Discuss the advantages and disadvantages of teams (20 marks)
- c.) Discuss any four styles of leadership highlighting advantages and disadvantages (30 marks)
- d.) Citing examples, discuss barriers that may influence a manager not to delegate work to his/her subordinates and how to overcome them (25 marks)

### **Question 2**

- 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 had been successful in each of these areas? (30 Marks)
- b.) “Teamwork is key in the success of any organization”. Discuss the stages involved in the team building process (25 marks)
- c.) Discuss the principles of Authority and responsibility (15 marks)
- d.) Discuss the concept of Management by Objectives, highlighting its advantages and disadvantages (30 marks).

### **Question 3**

- a.) Discuss the purpose of Health information(10)
- b.) What are the various sources of health data(5)
- c.) Discuss problems of current health information systems(15)
- d.) You are the newly appointed CEO of a 250-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 CEO, 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.

As the CEO, highlight the activities/strategies you would implement in order for operations to run smoothly (25marks)

- e.) Controlling is a key management function in any organization. Giving examples discuss the Controlling process (20 Marks)
- f.) Discuss the four management functions (25 marks)

END OF EXAM