

**FACULTY OF HEALTH SCIENCES  
DEPARTMENT OF NURSING SCIENCE**



**PROGRAMME** : PROFESSIONAL NURSING SCIENCE 1B -  
NURSING SERVICE MANAGEMENT

**PAPER:** **MODULE 1:** CONCEPTUAL FRAMEWORK IN NURSING SERVICE  
MANAGEMENT (**PNS1B10**)  
**MODULE 2:** LEADERSHIP DEVELOPMENT IN NURSING (**PNS1B20**)  
**MODULE 3:** QUALITY IMPROVEMENT IN NURSING (**PNS1B30**)

**CODE** : **PNS01B1**

**DATE** : NOVEMBER EXAMINATION 2016

**DURATION** : 3 HOURS

**WEIGHT** : 50:50

**TOTAL MARKS** : 100

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**EXAMINERS** : MRS H. ALLY

**MODERATORS** : MRS EM NKOSI (UJ)

**NUMBER OF PAGES** : THIS PAPER CONSISTS OF THREE (3) PAGES

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**INSTRUCTIONS :**  
PLEASE ANSWER ALL THE QUESTIONS OF THE MODULES FOR WHICH YOU  
ARE REGISTERED

PLEASE USE DIFFERENT COLOUR BOOKS FOR DIFFERENT MODULES

**INSTRUCTIONS TO CANDIDATES:**  
ANSWER ALL QUESTIONS. **PLEASE HAND IN QUESTION PAPERS**

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**MODULE 1: CONCEPTUAL FRAMEWORK IN NURSING SERVICE MANAGEMENT**

**TIME : 1 HOUR**

**MARKS: 33**

**QUESTION 1**

- 1.1 You are a newly employed Nursing Service Manager in a hospital providing comprehensive care in rural Kwazulu Natal. The hospital has a poor image in the community. Your short term objective is the successful implementation of the change management process in the hospital. Describe the content of a development programme you will present to your area nursing managers on the change management process relevant to Nursing Services Management.

Base your content on:

- Muller, M.E., Bezuidenhout M.C., & Jooste, K. (2014). Health Services Management.
- Jooste, K. (2013) Principles and practice in nursing and health care. (20)

- 1.2 Design an evaluation instrument to determine whether the nursing Service is managed according to Nursing Services Management standards for compliance. (8)

- 1.3 List the current legal framework in which the South African nursing service manager must apply in her daily strategic management activities. (5)

**\*[33]**

**MODULE 2: LEADERSHIP DEVELOPMENT IN NURSING**

**TIME : 1 HOUR**

**MARKS: 34**

**QUESTION 2**

- 2.1 Compile a strategic plan for the planning and commissioning of a new comprehensive health care service on the border of a densely populated informal settlement. (25)

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2.2 Discuss the role of the Nursing Service Manager in decision making and problem solving using the following techniques according to Muller, Bezuidenhout and Jooste (2014)

(a) Brainstorming (3)

(b) Nominal group technique (3)

2.3 List any three (3) barriers to communication that the nursing service manager must be aware of in her role as manager. (3)

**\*[34]**

**MODULE 3: QUALITY IMPROVEMENT IN NURSING**

**TIME: 1 HOUR**

**MARKS: 33**

**QUESTION 3**

3.1 The provision of quality nursing management practices is a strategic priority in South Africa. As a newly appointed Nursing Service Manager of Titikama Hospital, it is your prerogative as a Nursing Service Manager to implement a Quality Improvement Programme to improve the standards of general management in this nursing service.

In response to the above narrative, provide answers to the following:

a) Critically describe for application any seven (7) dimensions of business excellence for nursing services management that will guide the nursing service manager in the quest to deliver quality nursing services management according to Muller, Bezuidenhout and Jooste (2014). (15)

b) Evaluate the quality improvement programme of your nursing service for compliance with the nursing service quality improvement standards. Present in an evaluation instrument. (8)

c) Debate the role of the Nursing Services Manager in risk management. (10)

**\*[33]**

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<p><b>MODULE 1: CONCEPTUAL FRAMEWORK IN NURSING SERVICE MANAGEMENT</b> <b>TIME: (1 HOUR )</b> <b>MARKS 33</b></p>
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**QUESTION 1**

- 1.1 Present a literature review on the change management process relevant to Nursing Services Management.

Base your literature review on:

- Muller, M.E., Bezuidenhout M.C., & Jooste, K. (2014) Health Services Management.
- Jooste, K. (2013) Principles and practice in nursing and health care. (25)

- 1.2 Distinguish between participative and beaurocratic management styles. Present in a table format. (8)

**\*[33]**

<p><b>MODULE 2: LEADERSHIP DEVELOPMENT IN A NURSING SERVICE</b> <b>TIME: (1 HOUR )</b> <b>MARKS 34</b></p>
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**QUESTION 2**

- 2.1 You are appointed as the nursing service manager to plan and commission a new comprehensive health care service in rural Maputaland. Answer the question under the following headings:

- a) Design a diagrammatic presentation of the conceptual framework on planning and commissioning the new health care service with an explanation of each concept. (6)
- b) Formulate the philosophy for this nursing service. (6)
- c) Formulate a strategic plan on decision making and problem solving for the nursing service. (22)

**\*[34]**

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### QUESTION 3