



قسم إدارة التمريض
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Model Answer of Exam of The Basics of Hospital Management (1)

(DNA501A) First Term

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Answer all the following questions

1- List the characteristics of the team (10 degrees)

Behavioral scientists argue that the success of team-building efforts is a function of the number of desirable team characteristics that can be built into a work environment. The actual mix of factors considered relevant is a function of the type of team being formed (e.g., temporary vs. permanent), tasks performed, the team's level in the organization, the length of time it has been in existence, and the ease of substitutability of existing members.

Team Characteristics Associated with Group Performance

- **Share Leader** :occurs when such leadership roles as contributor, collaborator, challenger, facilitator, and controller are carried out by the group members rather than by the group's leader exclusively. Such shared leadership will vary from situation to situation and may not always be carried out by the same individual.
- **Listening**:
will actively seek out listening opportunities to ensure open channels of communication are maintained.
- **Open Communication** occurs when group members take advantage of communication opportunities, openly share their feelings, provide timely and relevant feedback, and share relevant information with other group members.
- **Self-Assessment** allows groups and their members to assess performance, changing environments, and existing goals. Such assessment allows groups to determine when changes should be made to ensure group success.
- **Civiiiized Disagreement**: implies that groups have developed appropriate internal mechanisms and interpersonal sensitivities necessary to manage the full range of conflicts that occur within the groups.
- **Styie Diversity** :occurs when group members are not only tolerant of style and behavioral differences but also actively seek out those differences necessary to perform and develop.
- **Networking**: reflects group members' ability and willingness to link up with others external to the group. Such contacts can be drawn upon for information, support, and assistance when needed to facilitate goal achievement.
- **Participation**: by group members in a broad range of group activities and decisions facilitates member buy-in. Participation also facilitates strategy development and increases member self-efficacy.
- **Informal Relations**: occur within a group environment that can be characterized by a

comfortable and relaxed atmosphere. Under these conditions, interpersonal interactions are sought out and maintained because members feel comfortable with each other.

- *Clear Roles and Assignments*: occur when group members have a clear understanding of their roles and assignments and other group members also agree.

- *Willingness to Share*: allows group members to benefit from the knowledge, experience, emotional support, energy, and tools/equipment possessed by other group members.

- *Prepared for Independence*: increases the probability that group members have the requisite skills necessary to perform required tasks. This can be achieved either through formal training, coaching, or self-development.

- *Structural Support*: creates a work environment designed to facilitate group performance, e.g., open communication channels, team-based reward system.

- *Leader/Management Style*: relates to the manager's ability to support, encourage, coach, and empower his or her staff so as to facilitate employee self-confidence, selfmanagement, and interpersonal interactions.

- *Learning Environment*: relates to the degree to which the group/organizational environment permits group members to learn from their experiences and the experiences of others.

2- Discuss centralized time scheduling (20 degrees)

Centralized scheduling:

The schedule is done by the upper manager for all nurses in all departments manually or by computer.

Advantages

1. Fairness to employees through consistent, objective, and impartial application of policies and opportunities for cost containment through better use of resources.
2. Relieves nurse managers from time-consuming duties, freeing them for other activities.
3. Computer can be used for centralized scheduling.
4. It leads to
 - * -Cost-effectiveness through the reduction of clerical staff and
 - * -Better use of professional nurses by decreasing the time spent in non-patient care activities;
 - * -Unbiased, consistent scheduling;
 - * -Equitable application of agency policy;
 - * -Developed in advance so employees know what their schedule are and can plan their personal live accordingly.

Disadvantage

1. Lack of individualized treatment of employees is a chief complaint
- 3- List management theories and explain one of them (15 degrees)**

Management Theories

1) Classical Management Theory (1880s-1920s)

- a) Scientific Management
- b) Administrative Management
- c) Bureaucratic Organization

2) Neo-Classical Theory (1920s-1950s)

- a) Human Relations School
- b) Behavioral Schools

3) Modern Management Theory

- a) Systems Theory
- b) Contingency Theory
- c) Organizational Humanism
- d) Management Science

Classical Management Theory (1880s-1920s)

The Classical school of thought began around 1900 and continued into the 1920s. Classical management focuses on efficiency and includes scientific, administrative and bureaucratic management.

Scientific management focuses on "one best way" to do a job. Administrative management emphasizes the flow of information in the operation of the organization. Bureaucratic management relies on a rational set of structuring guidelines, such as rules and procedures, hierarchy, and clear division of labor.

Scientific Management

A young mechanical engineer named Frederick Winslow Taylor (1856 -1915) is considered to be the father of scientific management. Henry Gantt, Frank and Lillian Gilberth and Harrington Emerson supported Taylor in his efforts. Together with Taylor they revolutionized management thinking. Taylor's efforts became the true beginning of what would become known as scientific management. |

Main principles of Scientific Management as Developed by Taylor :

1. Each person's job should be broken down into elements and a scientific way to perform each element should be determined.
2. Workers should be scientifically selected and trained to do the work in the designed and trained manner.
3. There should be good cooperation between management and workers so that tasks are performed in the designed manner.
4. There should be a division of labor between managers and workers. Managers should take over the work of supervising and setting up instructions and designing the work, and the workers should be free to perform the work himself.

Scientific management is a philosophy about the relationship between

people and work, not a technique or an efficiency device. Taylor's ideas and scientific management were based on a concern not only for the proper design of the job but also for the worker. This aspect has often been misunderstood. Taylor and scientific management were (and still are) attacked as being inhumane and aimed only at increasing output.

The key to Taylor's thinking was that he saw scientific management as benefiting management and employees equally. Management could achieve more work in a given amount of time; the employee could produce more and hence earn more with little or no additional effort. In summary, Taylor and other scientific management pioneers believed employees could be motivated by economic rewards, provided those rewards were related to individual performance.

B. Administrative Management

The emphasis of administrative theory is on finding 'the best way' to run an organization. This school of thought is also called administrative or traditional principles of management.

Henry Fayol (1841-1925). Fayol's Theory of Management. Henri Fayol, a Frenchman, focused on managerial levels and the organization as a whole. He writes that all activities of business enterprises could be divided into six groups: technical, commercial, financial, accounting, security and administrative (or managerial). He focused on the managerial activity and propounded that fundamental functions of any manager consist of planning, organizing, commanding, coordinating and controlling. He emphasized that the process of management is the same at any level of an organization and is common to all types of organizations. Fayol's greatest contribution is considered to be his theory of management principles and elements.

Fayol identified the following 14 principles of management:

1. Division of work: Concept of specialization of work.
2. Authority: Formal authority versus personal authority.
3. Discipline: Based on obedience and respect.
4. Unity of command: Each employee should receive orders from only one superior.
5. Unity of direction: One boss and one plan for a group of activities having the same objective.
6. Subordination of individual interests to the general interest: A plea to abolish the tendency to place individual interest ahead of the group interest.
7. Remuneration: The mode of payment of wages was dependent on many factors.
8. Centralization: The degree of centralization desired depended on the situation and the formal communication channels.
9. Scalar chain (line of authority): Shows the routing of the line of authority and formal communication channels.
10. Order: Ensured a place for everything.
11. Equity: Resulted from kindness and justice.

12. Stability of tenured personnel: Called for orderly personnel planning.
13. Initiative: Called for individual zeal and energy in all efforts.
14. Esprit de corps: Stressed the building of harmony and unity within the organization. (union is strength)

Fayol was probably the first to outline what today are called the functions of management . In essence, he identified planning, organizing, commanding, coordinating, and controlling as elements of management. He most heavily emphasized planning and organizing because he viewed these elements as essential to the other functions. The works of Taylor and Fayol are essentially complementary. Both believed proper management of personnel and other resources is the key to organizational success. Both used a scientific approach to management. The major difference is in their orientation. Taylor stressed the management of work, whereas Fayol emphasized the management of organization.

C. Bureaucratic Management

The German sociologist Max Weber (1864- 1920) developed a theory of bureaucratic management that stressed the need for a strictly defined hierarchy governed by clearly defined regulations and lines of authority. With the intentions of eliminating managerial inconsistencies and as a reaction to managerial abuses of power, Max Weber propounded a set of principles to provide grounds for group efforts. The characteristics of bureaucratic organization are division of labour by functional specialization. He defined hierarchy of authority, a set of rules covering the rights and duties of employees, a system of procedures or dealing with work situations, impersonal relations between people and promotion and selection of employees based on technical competence, Often, public service with a large number of offices and employees like postal services are cited as examples of bureaucratic organizations. The strength of such a bureaucratic organization exists in its system of workable set of rules, policies and a hierarchy of authority .

4- Explain the different classifications of health care settings (15 degrees)

Classification of Health Care setting:

- According to length of stay.
- According to type of service.
- According to ownership.

1 - According to length of stay:

A-Short-stay facilities:

Which provide services to patients/ clients who are suffering from acute conditions that usually require less than 24 hours of care. Short stay may take place in separate units in a hospital, or in short-stay centers.

B- Traditional acute care:

Which take place in hospitals? It includes patients staying more than 24 hours but fewer than 30 days.

C- Long term care:

Which include those organizations that offering services to patients with major rehabilitation needs, chronic diseases, functional losses, or mental illness? The average length of stay extends from several months to years.

2 - According to type of service:

Health care agencies may also be classified according to type of service provided. The most common facility

1 - The general hospital That offers medical, surgical, obstetric, emergency, and diagnostic and laboratory services.

2 - Specialty hospitals Offer only a particular type of care, such as that provided by psychiatric hospitals, women's hospitals, or children's hospitals. Specialty hospitals tend to be less common than general hospitals.

3 - Community hospital Community hospitals provide general hospital services for a specific community. The majority of hospitals in the United States fall into this category.

4 - Tertiary care hospitals Are those serving as referral centers for clients with complex or unusual health problems. These hospitals have the facilities for specialized types of care.

5 - Sub-acute care (transitional care): It is a growing type of service that may be offered in a special unit of a hospital or may be provided in a long-term care setting. The units that primarily offer medical services, where discharge is rapid, are most commonly located in hospitals; those that provide Rehabilitative Services are more commonly located in long-term care facilities

6 - In-home services: Which are provided in the community health care organizations, by a variety of health care professionals including nurses, Physical therapists and social workers. This care may be

- Short-term, to provide teaching and monitoring immediately after hospitalization.
- Intermediate-term, to assist an individual until self-care is possible.
- Long-term, for those with ongoing health problems.

7 - Ambulatory care: This refers to care services provided to persons who are not hospitalized. the outpatient surgery centers; minor emergency clinics; outpatient dialysis units; and outpatient birthing centers.

3 - According to ownership:

This type of classification for health care organizations is according to The ownership. Organizations may be classified as governmental, And nongovernmental.

A) **Governmental organizations:** These organizations are owned, administered and controlled by the Government. They provide free care for patients. They may offer Private accommodation for free paying patients. They are National, State, or local taxes finance government agencies. City and county taxes Help support hospitals and public health clinics, state taxes help support State mental health hospitals, and national taxes help finance national

Health and welfare programs.

B) Non-governmental organizations: This might be for-profit or non-for-profit organizations

1) For-profit organizations: Also called private. These organizations are owned, operated and Controlled by individuals, groups, or private Organizations. In these agencies, the original capital costs were provided by the owners and investors. Profits from a proprietary institution provide a return on the Money invested by the stock holders or individual owners. Historically, some proprietary hospitals were owned and operated by a small group of physician but over the years many of these have been sold to community groups or to corporations.

2) Non-for-profit organizations: Also called voluntary health organizations. These organizations are owned and operated by non-profit groups or organizations such as religious bodies, and community boards. The original capital costs are obtained in a variety of ways, but most often through donation . The term nonprofit may be somewhat misleading, because all facilities must make a sufficient income to maintain facilities and services, to plan for capital improvement and development, and to meet current costs of care provided.

5- List steps of process of staffing

(10 degrees)

❖ Process of staffing

☒ Manpower Planning

☒ job analysis

☒ recruitment

☒ Selection

☒ Placement

☒ Induction

☒ Training and Development

- the process of improving the knowledge and skills of the employees to enable them to perform their job more efficiently
- Training is necessary for new employees as well as the existing employees for improving their performance at work. For new employees,

training is necessary to help them get acquainted with the method of operation and skill requirement of the job.

Methods of Training

There are different methods of giving training to the employees which can be divided into **two broad categories**.

- ⌘ On-the-Job methods.
- ⌘ Off-the-Job Methods

On-The-Job Methods

- In these methods, the employees learn about their jobs while doing the work duly assisted by their supervisors or seniors
- These methods encourage self-learning through practice.
- Job instruction or coaching, and job rotation, learning while working as an assistant to a senior, understudy positions, temporary promotions are some of the common methods of on-the-job training.

Off-The-Job Methods

- These methods involve training employees away from the workplace so that experts may conduct the training and employees are free from immediate pressure of completing the jobs at hand
- . Lectures with demonstration, conferences, case discussions, video shows and films are some of the common methods used as off-the-job training methods.
- there is another off the job method of training called vestibule training. The vestibule training refers to the training in specially designed workshops in which an attempt is made to duplicate as closely as possible the actual condition of the workplace. In such workshops a large number of employees can be trained in a relatively short period of time.

☒ Performance Appraisal

- ✓ Assessing the performance quality of the employees.

- ✓ This enables managers to identify employees who are performing the assigned work satisfactorily, and those who are not able to do so, and why
- ✓ To be fair, performance appraisal needs to be carried out using the same methods and keeping in view uniform standards of work.

☒ Compensation

☒ Promotion and Transfer

6- List characteristics and elements of direction (10 degrees)

Characteristics of Direction

- 1 - Pervasive Function
- 2-Continuous Activity
- 3-Related to human Factor
- 4-Creative Activity
- 5-Executive Function
- 6-Delegate Function
- 7-Directing makes an action or task begin
- 8-Directing firstly begins from the top most level in an organization hierarchy

Elements of Direction

1- Giving orders:

- The central task in directing is giving orders. The order is the technical means.

The manager should be aware when giving orders:-

- A subordinate understands what is to be done.
- Order should be clear and concise.

- Gives sufficient information to ensure understanding.
- Order should be based on obvious demands of a particular situation.
- The tone of the order is very important.
- The manner in which the manager delivers the order has a great deal with its acceptance by the subordinate.
- Whenever possible, the reason for the order should be given.

2-Supervision:

Supervision is "Guiding and directing efforts of employees and other resources to accomplish stated work outputs" **Or** -It is the art of overseeing, watching and directing with authority, the work and behavior of others. **Or** – It is the activity of the management that is concerned with the training and discipline of the workforce. It includes follow up to assure the prompt and proper execution of orders.

3-Motivation:

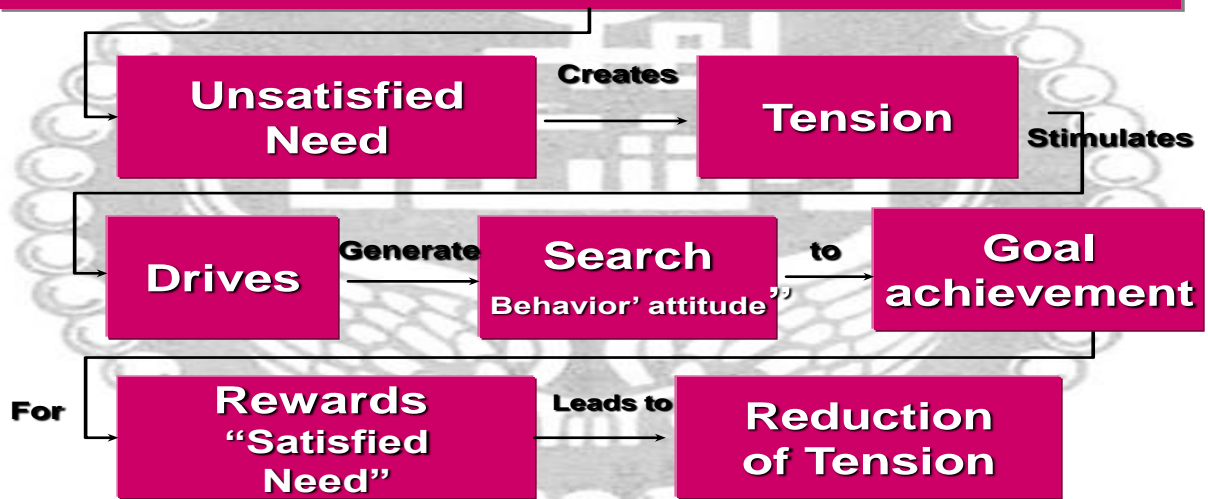
4- Leadership:

5-Communication

- 7- **How can the manger improve his/ her subordinates' motivation, enumerate process of motivation? (10 degrees)**

Process of Motivation

The Motivation Process



Gholipour A. 2006. Organizational Behavior. University of Tehran.

How can manager improve his/ her subordinates' motivation ?

- Recognize individual differences.
- Match people to jobs
- Link rewards to performance
- Check the system for equity
- Don't ignore money
- Provide Challenging work
- Learn to listen
- Set meaningful goals
- Recognize achievements "Individualize rewards.

Multiple choice questions: (10 Degrees)

1- Planning is required at:

- a. Top level management
- b. All level management
- c. Bottom level management

- d. Medill level management
- 2- **Non-clinical staff of health team members is:**
 - a. Dietician
 - b. Accountant
 - c. Social worker
 - d. Cleaner
- 3- **The problem familiar, straightforward, and clear with respect to the information needed to resolve is:**
 - a. Unstructured problem
 - b. Crisis problem
 - c. Structured problem
 - d. Risk problem
- 4- **Nursing staff agree to be morally responsible for the consequence of their actions is called**
 - a. Responsibility
 - b. Authority
 - c. Accountability
 - d. Specialization
- 5- **A type of control that accomplished before a work activity begins is called....**
 - a. Feed Forward Controls
 - b. Concurrent Controls
 - c. Steering Controls
 - d. Feedback Controls
- 6- **Traditional acute care settings provide nursing care for patients staying more than 30 days.**
 - a. True
 - b. False
- 7- **A decision or course of action to address a problem, issue or change is**
 - a. Policy
 - b. Guidelines
 - c. Process
 - d. Procedure
- 8- **Intrinsic motivation " power motivation as.....**
 - a. Responsibility
 - b. Working conditions
 - c. Supervision
 - d. Benefits
- 9- **Process of motivation started with**
 - a. Satisfied needs

b. Unsatisfied needs

c. Tensions

d. Goal achievement

10- Work Factors that affecting motivation include

a. Health status

b. Leadership style

c. Self – concepts

d. Financial status

Good luck

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