

TEST BANK

Leadership and Nursing Care Management

M. Lindell Joseph, Diane Huber

8th Edition

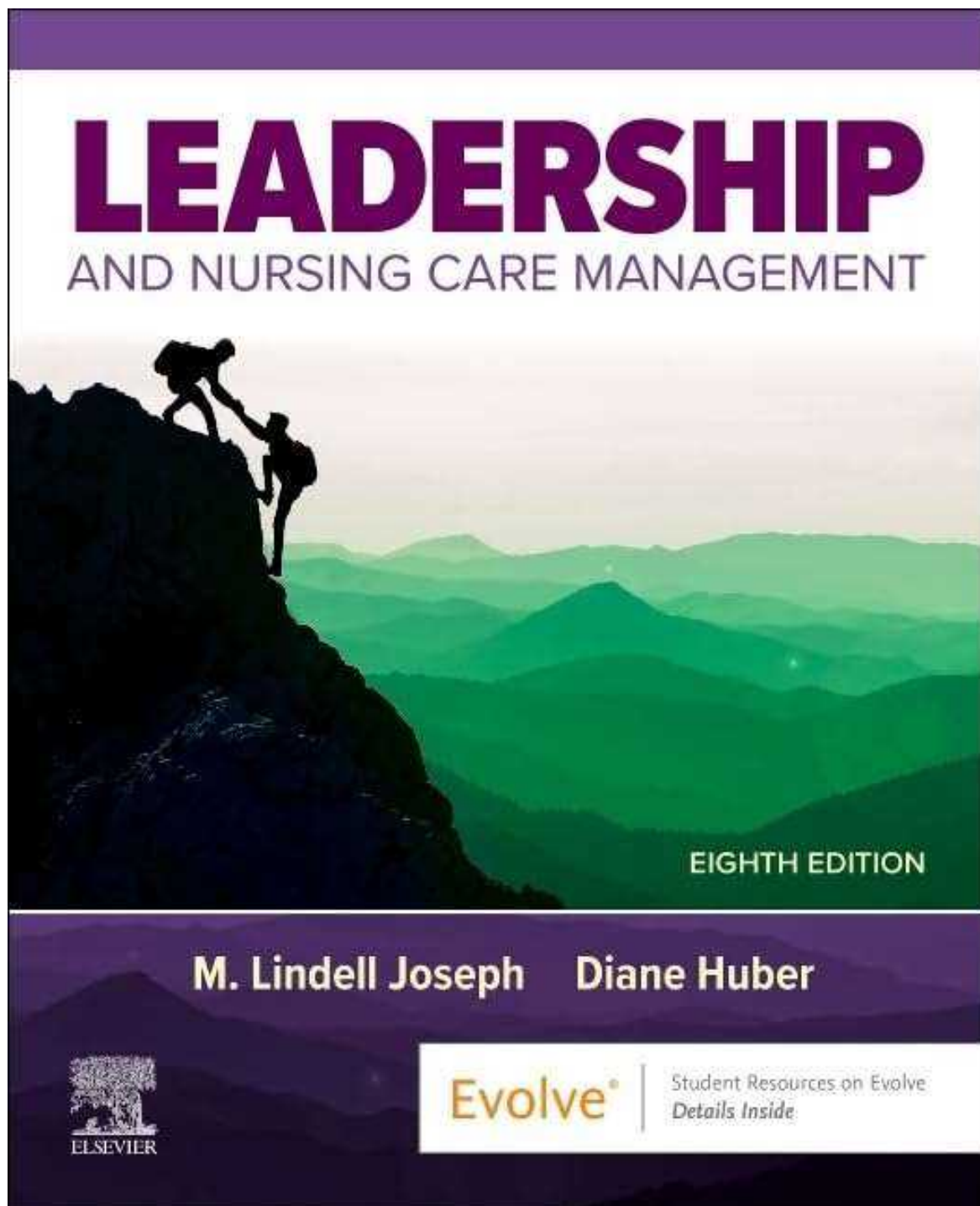


Table of Contents:

Part I: Leadership

Chapter 1. Leadership and Management Principles

Chapter 2. Change and Innovation

Chapter 3. Organizational Climate and Culture

Part II: Professionalism

Chapter 4. Managerial Decision Making

Chapter 5. Managing Time and Stress

Chapter 6. Legal and Ethical Issues

Part III: Communication and Relationship Building

Chapter 7. Communication Leadership

Chapter 8. Team Building and Working With Effective Groups

Chapter 9. Delegation in Nursing

Chapter 10. Power and Conflict

Chapter 11. Workplace Diversity

Part IV: Knowledge of the Health Care Environment

Chapter 12. Organizational Structure

Chapter 13. Decentralization and Shared Governance

Chapter 14. Strategic Management

Chapter 15. Professional Practice Models

Chapter 16. Case and Population Case Management

Chapter 17. Evidence-Based Practice: Strategies for Nurse Leaders

Chapter 18. Quality and Safety

Chapter 19. Measuring and Managing Outcomes

Part V: Business Skills

Chapter 20. Prevention of Workplace Violence

Chapter 21. Confronting the Nursing Shortage

Chapter 22. Staffing and Scheduling

Chapter 23. Budgeting, Productivity, and Costing out Nursing

Chapter 24. Performance Appraisal

Chapter 25. All-Hazards Disaster Preparedness

Chapter 26. Data Management and Clinical Informatics

Chapter 27. Marketing

Chapter 01: Leadership and Management Principles

MULTIPLE CHOICE

1. Leadership is best defined as:

- a. an interpersonal process of participating by encouraging fellowship.
- b. delegation of authority and responsibility and the coordination of activities.
- c. inspiring people to accomplish goals through support and confidence building.
- d. the integration of resources through planning, organizing, and directing.

CORRECT ANSWER: C

Leadership is the process of influencing people to accomplish goals by inspiring confidence and support among followers.

DIF: Cognitive Level: Remember (Knowledge) TOP: Nursing Process: Assessment

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

2. A medical-surgical unit reports higher rates of patient satisfaction coupled with high rates of staff satisfaction and productivity. Which of the following is attributed to the data findings?

- a. Effective leadership
- b. Management involvement
- c. Mentoring
- d. Rewards and recognition

CORRECT ANSWER: A

Effective leadership is important in nursing because of the impact on nurses' work lives, it being a stabilizing influence during change, and for nurses' productivity and quality of care.

DIF: Cognitive Level: Apply (Application) TOP: Nursing Process: Assessment

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

3. A staff registered nurse (RN) is leading a multidisciplinary clinical pathway team in the development of care for patients with total knee replacement. Which of the following statements exemplifies leadership behaviors in a clinical pathway team meeting?

- a. "Nursing is responsible for pain control of the total knee replacement patient."
- b. "Our pharmacist has provided some excellent pain control literature."
- c. "Physical therapy's expertise is in rehabilitation, not pain control."
- d. "Total knee replacement patients require optimal pain control."

CORRECT ANSWER: B

Leadership is the process of influencing people to accomplish goals by inspiring confidence and support among followers. The correct answer is supportive of a team member's work and depicts some skill at interpersonal relationships.

DIF: Cognitive Level: Apply (Application) TOP: Nursing Process: Assessment

MSC: Client Needs: Physiological Integrity: Pharmacological and Parenteral Therapies

4. Which of the following is true of management activities?

- a. Inspiring a vision is a management function.
- b. Management is focused on task accomplishment.
- c. Management is more focused on human relationships.
- d. Management is more important than leadership.

CORRECT ANSWER: B

Management is focused on task accomplishment.

DIF: Cognitive Level: Remember (Knowledge) TOP: Nursing Process: Assessment

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

5. During a staff meeting, a group of RNs has complained that medications are not arriving to the unit in a timely manner. The nurse manager suggests that the group resolve this issue through the development and work of a multidisciplinary team led by one of these RNs. This scenario demonstrates:

- a. adaptation.
- b. empowerment.
- c. flexibility.
- d. relationship management.

CORRECT ANSWER: B

Empowerment is the giving of authority, responsibility, and the freedom to act. In this situation, the manager has given authority, responsibility, and the freedom to act in the investigation and resolution of this issue.

DIF: Cognitive Level: Apply (Application) TOP: Nursing Process: Assessment

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

6. A nurse is caring for an elderly patient who was admitted after sustaining a fall at home. When creating a care plan for the patient, she requests that the doctor order a home health visit to assess for home safety and medication compliance. In addition, the nurse is concerned about the nutrition of the patient and requests a dietitian evaluation. The nurse is demonstrating which of the following leadership skills?

- a. Care provider
- b. Business principles
- c. Care coordination
- d. Change management

CORRECT ANSWER: C

Care coordination is the delivery of nursing services that involves the organization and coordination of complex activities. The nurse uses managerial and leadership skills to facilitate delivery of quality care.

DIF: Cognitive Level: Apply (Application) TOP: Nursing Process: Planning MSC: Client Needs: Physiological Integrity: Reduction of Risk Potential

7. Interpersonal communication and the ability to apply _____ are two critical skills every nurse needs to enhance professional practice.

- a. vision
- b. supervision
- c. delegation
- d. problem solving

CORRECT ANSWER: D

Every nurse needs two critical skills to enhance professional practice. One is a skill at interpersonal relationships. This is fundamental to leadership and the work of nursing. The second skill is applying the problem-solving process. This involves critical thinking, problem identification, and the development of objectivity.

DIF: Cognitive Level: Remember (Knowledge) TOP: Nursing Process: Assessment

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

8. Good leaders need to be able to demonstrate an intuitive skill of empathy and expressiveness when dealing with others in the workplace. This requires sensitivity and awareness of the emotions and moods of others and is known as:

- a. social awareness.
- b. self-awareness.
- c. self-management.
- d. relationship management.

CORRECT ANSWER: A

Social awareness is an intuitive skill of empathy and expressiveness in being sensitive and aware of the emotions and moods of others.

DIF: Cognitive Level: Remember (Knowledge) TOP: Nursing Process: Assessment

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

9. The personal leadership skill for nurses that consists of self-awareness, discipline, motivation, social awareness, and relationship management is known as what?

- a. Leadership.
- b. Management.
- c. Emotional intelligence
- d. Vision

CORRECT ANSWER: C

Among the important personal leadership skills for nurses is emotional intelligence (EI). EI traits are emotional factors consisting of five defining attributes: self-awareness, self-regulation or discipline, motivation, social awareness, and relationship management.

DIF: Cognitive Level: Remember (Knowledge) TOP: Nursing Process: Implementation

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

10. are vital to good leaders because they are able to take the vision of the leader and achieve the determined goals.

- a. Managers
- b. Motivators
- c. Visionaries
- d. Followers

CORRECT ANSWER: D

Without followers, there is no leadership. Followers are vital because they accept or reject the leader and determine the leader's personal power.

DIF: Cognitive Level: Remember (Knowledge) TOP: Nursing Process: Assessment

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

11. The best leadership style for unfavorable conditions is:

- a. leader–member relations.
- b. task-oriented structure.
- c. position power.
- d. laissez-faire.

CORRECT ANSWER: B

The need for task-oriented leaders occurs when the situation is extreme. The best leadership style for unfavorable conditions is task-oriented.

DIF: Cognitive Level: Remember (Knowledge) TOP: Nursing Process: Assessment

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

12. Nursing management is defined as:

- a. delegation of authority and responsibility and the coordination of tasks.
- b. the integration of resources through planning, organizing, and directing.

- c. the process of influencing patients to accomplish goals.
- d. the coordination and integration of nursing resources by applying the management process to accomplish nursing care and service goals and objectives.

CORRECT ANSWER: D

The coordination and integration of nursing resources by applying the management process to accomplish nursing care and service goals and objectives is the definition of nursing management.

DIF: Cognitive Level: Remember (Knowledge) TOP: Nursing Process: Assessment

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

13. A nursing unit has demonstrated lower patient satisfaction scores during the last quarter. The manager of the unit has formed a small team to set long- and short-term goals for the unit with action plans to increase patient satisfaction. This is an example of which management process?

- a. Planning
- b. Organizing
- c. Coordinating
- d. Controlling

CORRECT ANSWER: A

Planning is the managerial function of selecting priorities, results, and methods to achieve results.

DIF: Cognitive Level: Apply (Application) TOP: Nursing Process: Planning

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

14. A nursing unit has discovered a series of medication errors with regard to a particular computerized physician order set and the calculation within the order. The unit manager has a theory on changes that should be made within the order to decrease the confusion for nursing staff. However, the nurse manager realizes that changes would need to be made with pharmacy input as well as other nursing units within the facility and the multihospital system. Which of the following management theories is exemplified when the nurse manager considers the impact of change on the organization as a whole?

- a. Contingency theory
- b. Systems theory
- c. Complexity theory
- d. Chaos theory

CORRECT ANSWER: B

Systems theory helps managers recognize their work as being embedded within a system. Managers use this theory to learn that changing one part of a system inevitably affects the whole system.

DIF: Cognitive Level: Apply (Application) TOP: Nursing Process: Planning MSC: Client Needs: Physiological Integrity: Reduction of Risk Potential

15. The role of the _____ is to provide leadership and direction for all aspects of nursing services with a focus on integrating the system and building a culture.

- a. nurse manager
- b. care provider
- c. nurse executive
- d. senior leader

CORRECT ANSWER: C

The nurse executive's role and functions concentrate on long-term administration of an institution or program that delivers nursing services, focusing on integrating the system and building a culture.

DIF: Cognitive Level: Remember (Knowledge) TOP: Nursing Process: Assessment

MSC: Client Needs: Safe and Effective Care Environment: Management of Care

16. The postoperative patient with anterior cervical laminectomy is complaining of tightness in his throat. His voice is raspy. The staff nurse asks the unit secretary to page Dr. Julio stat. This is an example of leadership.

- a. authoritarian