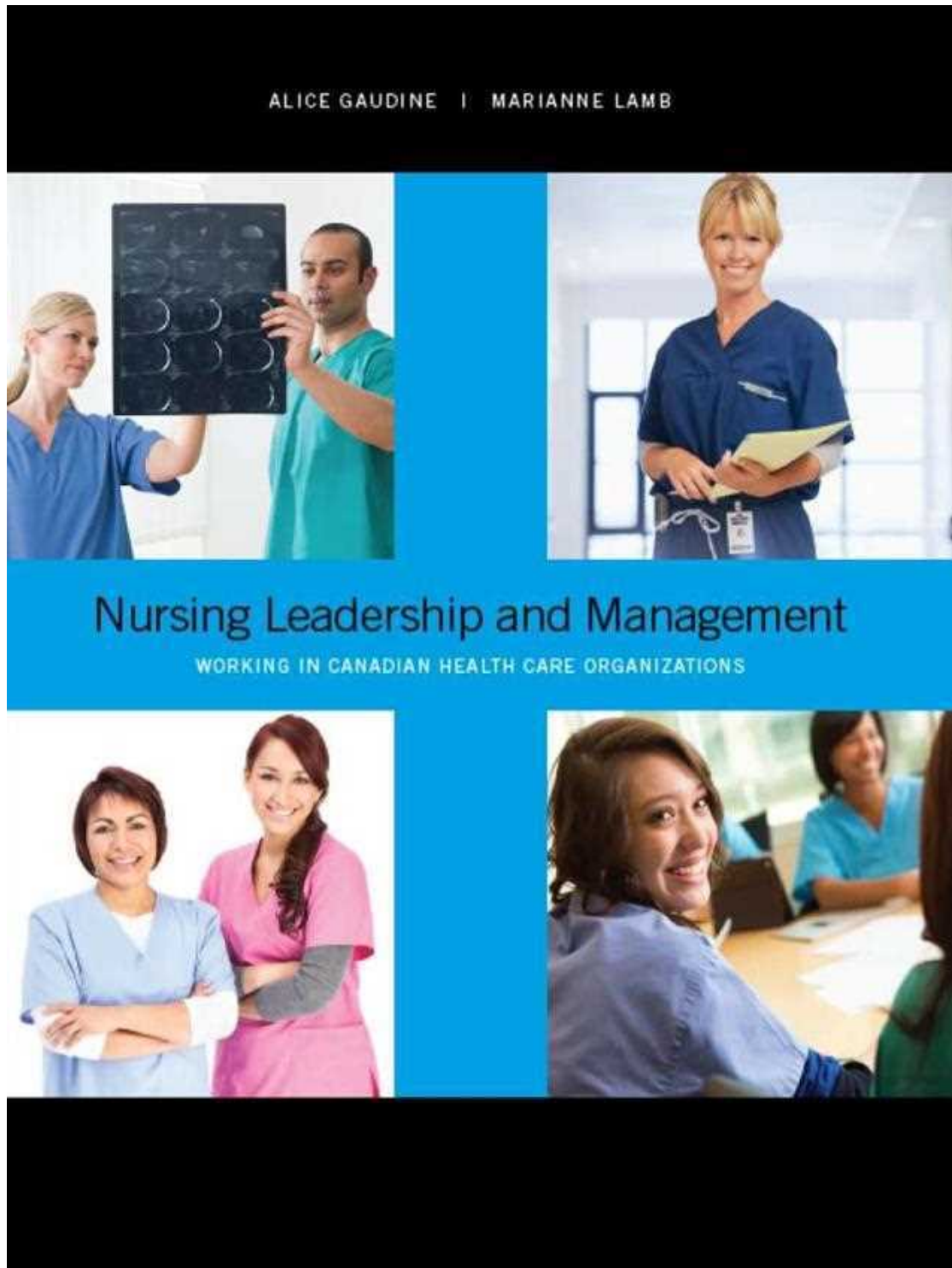


**TEST BANK**

# **Nursing Leadership and Management**

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**1st Edition**



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## Chapter 1 - Leadership in Health Care

### Multiple Choice Questions

- 1) Which of the following would not be considered concepts related to leadership?
- a. Leaders are change agents.
  - b. Leadership is relationship-based.
  - c. Leadership is focused on orderly steps and coordination of details.
  - d. Leadership involves influencing the thinking and actions of others.

**ANSWER: C**

**Rationale for Correct Answer:**

- a. Incorrect: This concept is related to leadership.
- b. Incorrect: This concept is related to leadership.
- c. Correct: This is a description of management, not leadership.
- d. Incorrect: This concept is related to leadership.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 1—Distinguish between leadership and management

- 2) Examples of management activities would include \_\_\_\_\_.
- a. coaching a soccer team
  - b. party planning
  - c. motivational speaking
  - d. teaching

**ANSWER: B**

**Rationale for Correct Answer:**

- a. Incorrect: This is a leadership activity.
- b. Correct: Management involves directing activities.
- c. Incorrect: This is a leadership activity.
- d. Incorrect: This is a leadership activity.

**Client need per NCLEX:** safe and effective environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 1—Distinguish between leadership and management

- 3) Leadership theories developed out of management theories in what order?
- a. great man and trait theories, behavioural theories, contingency theories, interactional theories
  - b. transactional theory, great man theories, behavioural theory, contingency theory
  - c. transformational theory, great man theories, behavioural theory, contingency theory
  - d. contingency theories, great man theories, transactional theory, behavioural theories

**ANSWER: A**

**Rationale for Correct Answer:**

- a. Correct: The theories were built one upon the other. Great man theory included cultural and societal views that suggested that great leaders were born with inherited traits. This was abandoned because it did little to predict who would turn out to be a leader. In behavioural theories, leaders were divided into those who were task-oriented vs. people-oriented. This was determined to be unhelpful—no one style was better than another and effectiveness was setting-dependent. Contingency theories were based on the assumption that leadership varied based on the situation and there was a need for innovation. Interactional theories look at leadership style but focus on how it varies depending on characteristics of followers.
- b. Incorrect: This does not reflect how leadership theories developed out of management theories.
- c. Incorrect: This does not reflect how leadership theories developed out of management theories.
- d. Incorrect: This does not reflect how leadership theories developed out of management theories.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 2—Discuss the evolution of theories of leadership

4) Authoritarian style and a focus on performance and production would be behaviours demonstrated by what team leader style?

- a. participative
- b. laissez-faire
- c. autocratic
- d. innovative

**ANSWER: C**

**Rationale for Correct Answer:**

- a. Incorrect: See Table 1.1 in the textbook (p. 5).
- b. Incorrect: See Table 1.1 in the textbook (p. 5).
- c. Correct: See Table 1.1 in the textbook (p. 5).
- d. Incorrect: See Table 1.1 in the textbook (p. 5).

**Client need per NCLEX:** safe and effective environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 2—Discuss the evolution of theories of leadership

5) The term “follower” has replaced which of the following terms?

- a. superior
- b. leader
- c. Subordinate
- d. participant

**ANSWER: C**

**Rationale for Correct Answer:**

C is correct: Superior is the term replaced by leader. Leader replaced the previously used term superior. A participant can be both a follower and a leader in various circumstances.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 3—Describe the role and behaviour of followers in an organization

- 6) Which of the following is *not* a basic tenet of active followership theory?
- a. Followers and leaders share a common purpose.
  - b. Followers are active, not passive.
  - c. Followers and leaders are people with inherent characteristics.
  - d. Followers and leaders must be studied in the context of their relationship.

**ANSWER: C**

**Rationale for Correct Answer:**

- a. Incorrect: This is a basic tenet of followership theory.
- b. Incorrect: This is a basic tenet of followership theory.
- c. Correct: Followers and leaders are roles, not people with inherent characteristics.
- d. Incorrect: This is a basic tenet of followership theory.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 3—Describe the role and behaviour of followers in an organization

- 7) Resonant leadership styles \_\_\_\_\_.
- a. create conflict
  - b. build energy in the group
  - c. set pace
  - d. command followers

**ANSWER: C**

**Rationale for Correct Answer:**

- a. Incorrect: This is a dissonant leadership style.
- b. Correct: This reflects a resonant leadership style.
- c. Incorrect: This is a dissonant leadership style.
- d. Incorrect: This is a dissonant leadership style.

**Client need per NCLEX:** safe and effective environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 4—Debate the strengths and weaknesses of different styles of leadership in various health care settings

- 8) Which of the following aspects of authentic leadership is particularly relevant to nursing leadership?
- a. moral/ethical aspects
  - b. servant/leader
  - c. inspiring others
  - d. rewards in exchange for meeting objectives

**ANSWER: C**

**Rationale for Correct**

**ANSWER:** a. Correct:

Correct.

b. Incorrect: This is relevant to servant leadership.

c. Incorrect: This is relevant to charismatic leadership.

d. Incorrect: This is relevant to transactional leadership.

**Client need per NCLEX:** safe and effective environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 4—Debate the strengths and weaknesses of different styles of leadership in various health care settings

- 9) The health care field is interested in developing research related to emotional intelligence because \_\_\_\_\_.
- a. it directly improves patient satisfaction
  - b. it directly decreases mortality rates
  - c. it improves human performance
  - d. it directly improves working conditions

**ANSWER: C**

**Rationale for Correct Answer:**

a. Incorrect: This answer is not substantiated in the literature (directly).

b. Incorrect: This answer is not substantiated in the literature (directly).

c. Correct: This fits with the view that human relations are central to management and transformational leaders as those who inspire other to achieve goals within organizations.

d. Incorrect: This answer is not substantiated in the literature (directly).

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 5—Analyze the components of emotional intelligence

- 10) Goleman, Boyatis, and McKee (2002) identify the four domains of emotional intelligence as \_\_\_\_\_.
- a. relationship building, social awareness, self-reflection, and self-management
  - b. self-awareness, self-management, social awareness, and relationship management
  - c. social activism, self-awareness, self-management, and relationship management
  - d. social advocacy, self-awareness, relationship management, and self-management

**ANSWER: C**

**Rationale for Correct Answer:**

- a. Incorrect: This answer is not a domain of emotional intelligence.
- b. Correct: Correct.
- c. Incorrect: This answer is not a domain of emotional intelligence.
- d. Incorrect: This answer is not a domain of emotional intelligence.

**Client need per NCLEX:** safe and effective environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 5—Analyze the components of emotional intelligence

11) Your clinical instructor has been described by others as collaborative, democratic, and student-focused. Your instructor's leadership style is \_\_\_\_\_.

- a. autocratic
- b. diplomatic
- c. participative
- d. laissez-faire

**ANSWER: C**

**Rationale for Correct Answer:**

- a. Incorrect: See Table 1.1 in your textbook (p. 5) for a breakdown of leadership styles and behaviours.
- b. Incorrect: See Table 1.1 in your textbook (p. 5) for a breakdown of leadership styles and behaviours.
- c. Correct: See Table 1.1 in your textbook (p. 5) for a breakdown of leadership styles and behaviours.
- d. Incorrect: See Table 1.1 in your textbook (p. 5) for a breakdown of leadership styles and behaviours.

**Client need per NCLEX:** safe and effective environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 6—Identify leadership behaviours in the various communities in which you participate and identify characteristics of leadership styles

12) \_\_\_\_\_ is the type of emotionally intelligent leadership style used to help an employee improve performance and build long-term abilities.

- a. Visionary
- b. Affiliative
- c. Pace-setting
- d. Coaching

**ANSWER: D**

**Rationale for Correct Answer:**

- a. Incorrect: See Table 1.3 in your text (p. 9) for a description of emotionally intelligent leadership styles.
- b. Incorrect: See Table 1.3 in your text (p. 9) for a description of emotionally intelligent leadership styles.

- c. Incorrect: See Table 1.3 in your text (p. 9) for a description of emotionally intelligent leadership styles.
- d. Correct: See Table 1.3 in your text (p. 9) for a description of emotionally intelligent leadership styles.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 6—Identify leadership behaviours in the various communities in which you participate and identify characteristics of leadership styles

13) Transformational leadership has shown what effects among staff nurses?

- a. improved staff health
- b. increased anxiety
- c. emotional exhaustion
- d. increased stress

**ANSWER: A**

**Rationale for Correct**

**ANSWER: A.** Correct:

Correct.

- b. Incorrect: This answer is an effect of dissonant leadership or management by exception.
- c. Incorrect: This answer is an effect of dissonant leadership or management by exception.
- d. Incorrect: This answer is an effect of dissonant leadership or management by exception.

**Client need per NCLEX:** safe and effective care environment, psychological integrity

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 7—Discuss the potential effects of leadership behaviours on nurse and on patient outcomes

14) High quality relationships between nurses and nurse leaders \_\_\_\_\_.

- a. decrease medication errors
- b. decrease retention of nurses
- c. decrease patient safety outcomes
- d. decrease patient satisfaction

**ANSWER: A**

**Rationale for Correct Answer:**

- a. Correct: Decreased medication errors were the outcome of the study conducted by Squires et al in 2010.
- b. Incorrect: Incorrect.
- c. Incorrect: Incorrect.
- d. Incorrect: Incorrect.

**Client need per NCLEX:** safe and effective care environment, psychological integrity



**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 7—Discuss the potential effects of leadership behaviours on nurses and on patient outcomes

## Short Answer Questions

15) Compare and contrast the concepts of management and leadership.

**Answer:**

Correct answer should include the following points.

- Management is a process that involves directing activities within an organization.
- Management refers to “handling;” leadership refers to “going places.”
- A person can be a leader without the formal authority of management.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 1—Distinguish between leadership and management

16) Describe a situation in which you were a leader. What behavioural or emotionally intelligent leadership styles did you use? Explain.

**ANSWER:** See Table 1.2 (p. 8) and Table 1.3 (p. 9) in the textbook for an explanation of leadership behaviours and leadership styles.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Evaluation

**Objective:** 2—Discuss the evolution theories of leadership

17) Provide examples of each of the following.

- a. Followers becoming more powerful than a designated leader
- b. Followers not designated as followers

**ANSWER:** An example for A would be a well-respected nurse in a clinical unit that may have powerful influence on nurses in a unit (greater than the influence of the manager).

An example for B would be members of a professional organization.

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 3—Describe the role and behaviour of followers in an organization

18) Describe three strengths and three weaknesses of the commanding leadership style.

**Answer:**

Correct answer should include the following points:

- Strengths: useful in crisis to get a change in a situation; useful with problem employees; useful in the short term to turn things around.
- Weaknesses: leads to dissonance; can be intimidating; is least effective leadership style; commanding leaders may be out of touch with staff

**Client need per NCLEX:** safe and effective care environment

**Integrated Nursing Process:** Assessment, Evaluation

**Objective:** 4—Debate the strengths and weaknesses of different styles of leadership in various health care settings.

19) Discuss emotional intelligence and its relationship to nursing.

**Answer:**

Correct answer should include the following points:

- It is believed that nurses ought to be emotionally intelligent because nursing is a profession that deals with human emotion and understanding.
- Empathy and emotional understanding of others is seen as a nursing competency or core skill of nurses.

**Client need per NCLEX:** safe and effective care environment, psychological integrity

**Integrated Nursing Process:** Planning, Implementation, Evaluation

**Objective:** 5—Analyze the components of emotional intelligence

20) Using your clinical practice area or educational institution as an example, identify two different leadership behaviours you have seen and name two characteristics of each.

**Answer:**

Answers will vary according to student experience, but should include at least two of the following:

- Autocratic behaviours (authoritarian; directive; focused on task or production; focused on performance; control authority, power, and decision-making)
- Participative behaviours (democratic; consultative; people-oriented; employee-centred; involve group decision-making; share authority, power, and control with followers)
- Laissez-faire behaviours (uninvolved in day-to-day activities; passive; not visible)

**Client need per NCLEX:** safe and effective care environment, psychological integrity

**Integrated Nursing Process:** Assessment, Planning, Implementation, Evaluation