

Chapter 2. Managers and Leaders in Contemporary Healthcare Organizations

Multiple Choice

1. Which of the following characteristics best describes the mechanistic model of organization?
- A. Flexible streams of communication
 - B. Chain of command decision making
 - C. Employee controlled work processes
 - D. Vague job descriptions

ANS: B

Rationale: The mechanistic model is a traditional bureaucracy with very formal chains of command, tightly controlled communication, supervisor control of work, and very specific job descriptions

2. Where on the mechanistic-organic continuum would healthcare managers place their organizational model when controlling costs becomes more important than employee satisfaction?
- A. Extreme mechanistic
 - B. Towards extreme organic
 - C. Leaning towards mechanistic
 - D. Learning towards organic

ANS: C

Rationale: Cost controls at the expense of employee satisfaction would be extremely mechanistic only if employee well-being were totally ignored. Employee satisfaction at the total expense of cost controls would be extremely organic. It is more leaning towards mechanistic because cost outcomes are more the focus of mechanistic than of organic models.

3. Which type of follower is a healthcare leader most likely to prefer during an unpopular merger with another organization?
- A. Bystander
 - B. Participant
 - C. Activist
 - D. Die hard

ANS: B

Rationale: Bystanders are typically of no concern to managers because they accept all decisions made. Activists and die hards are more extremely committed to the organization. Disruption of the organization, as in merger, may incline them to lean towards negative rather than positive responses towards supporters of leaders. That leaves participant followers who are most likely to be supportive of a leader in their efforts for upward mobility.

4. Which of the following roles best describes a lateral leader?

- A. Coach
- B. Controller
- C. Director
- D. Organizer

ANS: A

Rationale: Lateral leaders, by definition, lead from alongside rather than from above. Coach best fits this description. The other roles are more attributes of leaders from above.

5. What is your perspective of leadership if you believe a good leader seeks fair and open discussions to achieve an organization's goals through compromise?

- A. Person perspective
- B. Results perspective
- C. Position perspective
- D. Process perspective

ANS: D

Rationale: Process Perspective is when a leader seeks fair and open discussions to get things accomplished. The results perspective says that what a leader achieves makes him a leader, the position perspective is driven by where the leader operates, and the position perspective relates the positions held.

6. How does a person become an influential manager?

- A. Make choices for people in their best interest
- B. Reach mutual agreements with people
- C. Tell people what to do to maintain control
- D. Listen, but independently make decisions

ANS: B

Rationale: Influence is all about the two-way interaction in decision-making, goal-setting etc. The three other answer options are about doing *for* others, rather than with others.

7. Managers who are competitive and create friction among the other managers in organizations are driven by the need for what kind of power?

- A. Affiliative power
- B. Fiscal power
- C. Institutional Power
- D. Personal Power

ANS: D

Rationale: The question is the definition of personal power. Affiliative power is about making other people happy, and institutional is about putting the organization's needs before your own. Fiscal power is not one of the types in this model.

8. Healthcare mid-level managers are most likely to assume which role of managers?

- A. Monitor
- B. Producer
- C. Innovator
- D. Broker

ANS: A

Rationale: Although they may be a producer, innovator, or broker, middle managers are most consistently monitors of processes and people on a daily basis. The other three roles are more often assumed by executives.

9. Which of the following statements is true about organizational culture?

- A. Organizational culture changes as employees come and go
- B. Organizational culture emphasizes internal work processes
- C. Organizational culture promotes stability and predictability
- D. Organizational culture is best understood by direct observation

ANS: C

Rationale: Organization culture sustains itself, making change difficult even when people come and go. Culture is about presentation to external stakeholders and is not understood by observation alone.

10. Which level of interaction is effective for the typical daily healthcare communication needed to accomplish the goals of patients and organizations?

- A. Level 1
- B. Level 2
- C. Level 3
- D. All 3 levels equally

ANS: B

Rationale: Level 2 interactions are about stereotypes of groups and are typically all that is needed for the healthcare team to do their work and meet the general needs of patients. Level 1 communication is about values and beliefs about work. Level 3 interactions are communications for unique information about individuals.

11. What should healthcare managers do about in-groups?

- A. Create new in-groups for particular tasks
- B. Become a member of each one
- C. Encourage inclusion of everyone
- D. Take no action

ANS: D

Rationale: In-groups should not be interfered with because disturbances may result in unhappy workers. In-groups create themselves; people are not assigned to them. Managers may not be part of any in-group for work purposes.

12. Which of the following statements is true about work in the early 20th century?

- A. Leaders were educated at major European universities
- B. Work was standardized and workers were trained for specific tasks
- C. Mary Parker Follett develops a rational theory of management
- D. Hawthorne studies of work were discredited as coercive

ANS: B

Rationale: Leaders were believed to be born not made. Mary Parker Follett is mother of human relations model. Hawthorne studies were widely accepted. The right answer reflects the industrial model of work prevalent at the time.

13. Which of the following statements is true about management in the mid 20th century?

- A. Psychological approaches to management arise
- B. Theory X contributes the view of workers as highly motivated
- C. Drucker replaces management by objectives with Theory Y
- D. The search for one correct way becomes the management agenda

ANS: A

Rationale: Theory Y views workers as highly motivated. Drucker is the leader of management by objectives. The satisficing approach to decisions is prevalent recognizing that there may be more than one correct answer, which gave way to psychological approaches. Most of the theorists were psychologists.

14. Which of the following statements is true about management in the late 20th century?

- A. Systems are viewed as closed and rigid
- B. The importance of setting work objectives diminishes
- C. People and processes evolve as parallel concepts
- D. Leadership becomes a key management concept

ANS: D

Rationale: Systems are viewed as open and complex. People and processes are presented in interactive models. Objectives and goals remain important with a focus on outcomes, etc. New types of leadership emerge to guide and understand new organizational models.