

Huber: Leadership and Nursing Care Management, 3rd Edition

Test Bank

Chapter 2: Management Principles

MULTIPLE CHOICE

Choose one best answer.

1. The coordination and integration of nursing resources by applying the management process to accomplish nursing care and service goals and objectives best describes _____.
 - a. Leadership
 - b. Management
 - c. Nursing leadership
 - d. Nursing management

ANS: D

Rationale: This is the definition of nursing management.

DIF: Level of Cognitive Ability: Knowledge

2. Strategic planning is a _____.
 - a. Long-term process that outlines the vision
 - b. Long-term process that provides direction and purpose
 - c. Short-term process that focuses on specific details
 - d. Short-term process that outlines the mission statement

ANS: B

Rationale: Strategic planning is a long-term process that provides direction and purpose.

DIF: Level of Cognitive Ability: Knowledge

3. Grand Valley Hospital is opening a new facility to conduct coronary artery bypass graft surgeries and other cardiac-related surgeries. Planning of the project included applying for a Certificate of Need from the state, hiring architects to design the unit, and seeking bids from potential contractors. Determination of the number of beds needed and recruitment and education of new staff also were included in this plan. This process is referred to as _____.
 - a. Coordinated planning
 - b. Project planning
 - c. Strategic planning
 - d. Tactical planning

ANS: D

Rationale: Tactical planning is a short-term process that provides the specific details of implementing broader goals. For instance, the strategic plan may address "Broadening the care of our high-volume clients." In this case, the care of the population with heart disease would be targeted as an area to examine how the current health care system is or is not meeting the needs of that population. A decision to expand surgical services as outlined would be supported by hospital, area, and statewide statistics. The tactical plan would list the actions that need to be performed to carry out this endeavor. Project planning is a piece of tactical planning. Coordinated planning is a distractor.

DIF: Level of Cognitive Ability: Comprehension

4. Organizing is the ____.
- Allocation and configuring of resources
 - Essence of management
 - Facilitation of expenditures
 - Mentoring of staff members

ANS: A

Rationale: Organization is the allocating and configuring of resources to accomplish preferred goals and objectives. All other answers are distractors.

DIF: Level of Cognitive Ability: Knowledge

5. A staff nurse came in to work the 7 PM to 7 AM shift. She had met her friends for "happy hour" before her shift. Her breath smells of alcohol. If this nurse is allowed to provide care to patients, she may be at risk for ____.
- Maleficence
 - Melange
 - Nonmaleficence
 - Nonmelange

ANS: A

Rationale: Maleficence is doing harm to the patient whether it is intentional or unintentional, such as an omission. If the nurse is intoxicated, she may fail to meet the standard of care for a patient. Melange (collection of a variety of things) and nonmelange are distractors.

DIF: Level of Cognitive Ability: Application

6. A client's wife is concerned about her husband's declining health. He has been admitted with an acute myocardial infarction and has had two myocardial infarctions before this admission. He is not a candidate for surgery. She and her husband have discussed "no breathing machine" for long-standing care, but she is unsure of his wishes if he were to need a "breathing machine" for a short period. The nurse discusses his current condition and care with the client and his wife. She also organizes a team meeting consisting of the client's physicians, social worker, pastoral care person, and nursing staff. During this meeting, the nurse helps the wife share her concerns and the client's concerns with the rest of the team. It was determined that the client desired hospice care at home. Which of the following terms best describes the nursing role depicted in this scenario?
- Care provider
 - Coordinator of care
 - Director of integration
 - Interactive planner

ANS: B

Rationale: The nurse obtained information and organized a meeting to coordinate the care of this client. This action depicts the coordinator of care role in addition to patient advocacy.

DIF: Level of Cognitive Ability: Analysis

SHORT ANSWER

Choose all that apply. All correct answers must be chosen for credit.

1. Which of the following are component of Fayol's four steps of the management process? Choose all that apply.
- Collaborating
 - Controlling
 - Coordinating
 - Evaluating
 - Organizing
 - Planning

ANS:

Answer: b, c, e, and f

Rationale: Fayol's four steps of the management process are planning, organizing, coordinating or directing, and controlling.

DIF: Level of Cognitive Ability: Knowledge

2. Mintzberg's role behaviors for managers include which of the following? Choose all that apply.
- Decisional
 - Deductive

- c. Informational
- d. Interpersonal

ANS:

Answer: a, c, and d

Rationale: Mintzberg's 10 role behaviors are divided into three role sets of behaviors: interpersonal, informational, and decisional.

DIF: Level of Cognitive Ability: Knowledge

3. A client becomes confused after surgery. He is in a room farthest away from the nurse's station. The client has been trying to get out of bed several times during the shift. The client falls out of bed and breaks his hip. Who can possibly be held negligent? Choose all that apply.
- a. The client's wife
 - b. The nurse manager
 - c. The pharmacist
 - d. The staff registered nurse

ANS:

Answer: b and d

Rationale: It is possible that the nurse and the nurse manager could be held negligent. The nurse could be held negligent for not moving the patient closer to the nurse's station, calling the physician or nurse practitioner for medications or change in medications, or obtaining an order for a vest restraint. The nurse manager may be held negligent because of 24-hour accountability for the care of patients on his or her unit and possible lack of supervision. The pharmacist and client's wife are not involved in this situation.

DIF: Level of Cognitive Ability: Analysis

4. Curtin's ethical principles include which of the following? Choose all that apply.
- a. Authoritarian
 - b. Benevolent
 - c. Fiduciary accountability
 - d. Loyal service
 - e. Presence

ANS:

Answer: c, d, and e

Rationale: Curtin's ethical principles include the following:

1. Frugality and sophisticated therapeutic skill
2. Clinical credibility through organizational competence
3. Presence (visibility)
4. Responsible representation at highest levels

5. Loyal service
6. Deliberate delegation
7. Responsible innovation
8. Fiduciary accountability
9. Self-discipline
10. Continuous learning.

DIF: Level of Cognitive Ability: Knowledge