CHAPTER 2: Leadership and Management: A Framework for Action

MULTIPLE CHOICE

1. ____ can be defined as the process of accomplishing predetermined objectives through the effective use of human, financial, and technical resources.
   a. Leadership
   b. Compliance
   c. Strategic planning
   d. Management

   ANS: D

	Feedback
A	Incorrect: Management can be defined as the process of accomplishing predetermined objectives through the effective use of human, financial, and technical resources.
B	Incorrect: Management can be defined as the process of accomplishing predetermined objectives through the effective use of human, financial, and technical resources.
C	Incorrect: Management can be defined as the process of accomplishing predetermined objectives through the effective use of human, financial, and technical resources.
D	Correct: Management can be defined as the process of accomplishing predetermined objectives through the effective use of human, financial, and technical resources.

   PTS: 1

2. A(n) ____ approach to leadership emphasizes the actions that the person in the leadership role takes on the job.
   a. cognitive
   b. systems
   c. behavioral
   d. intuitive

   ANS: C

	Feedback
A	Incorrect: A behavioral approach to leadership emphasizes the actions that the person in the leadership role takes on the job.
B	Incorrect: A behavioral approach to leadership emphasizes the actions that the person in the leadership role takes on the job.
C	Correct: A behavioral approach to leadership emphasizes the actions that the person in the leadership role takes on the job.
D	Incorrect: A behavioral approach to leadership emphasizes the actions that the person in the leadership role takes on the job.

   PTS: 1

3. ____ refer to the subordinate goals that must be accomplished to meet the larger aspirations of an organization.
   a. Objectives
   b. Standards
   c. Initiatives
   d. Determinants

   ANS: A

	Feedback
A	Correct: Objectives refer to the subordinate goals that must be accomplished to meet the larger aspirations of an organization.
B	Incorrect: Objectives refer to the subordinate goals that must be accomplished to meet

	the larger aspirations of an organization of an organization.
C	Incorrect: Objectives refer to the subordinate goals that must be accomplished to meet the larger aspirations of an organization.
D	Incorrect: Objectives refer to the subordinate goals that must be accomplished to meet the larger aspirations of an organization.

PTS: 1

4. S.M.A.R.T. objectives are ____.
   a. Specific, Measurable, Achievable, Realistic, Time bound
   b. Specific, Measurable, Accountable, Realistic, Time bound
   c. Standard, Measurable, Achievable, Realistic, Time bound
   d. Standard, Measurable, Accountable, Rudimentary, Time bound

ANS: A

	Feedback
A	Correct: S.M.A.R.T. objectives are Specific, Measurable, Achievable, Realistic, Time bound.
B	Incorrect: S.M.A.R.T. objectives are Specific, Measurable, Achievable, Realistic, Time bound.
C	Incorrect: S.M.A.R.T. objectives are Specific, Measurable, Achievable, Realistic, Time bound.
D	Incorrect: S.M.A.R.T. objectives are Specific, Measurable, Achievable, Realistic, Time bound.

PTS: 1

5. An example work plan is also known as a ____ Chart.
   a. Gantt
   b. Weber
   c. Levy
   d. management

ANS: A

	Feedback
A	Correct: An example work plan is also known as a Gantt Chart.
B	Incorrect: An example work plan is also known as a Gantt Chart.
C	Incorrect: An example work plan is also known as a Gantt Chart.
D	Incorrect: An example work plan is also known as a Gantt Chart.

PTS: 1

6. One of the key roles of the C-Suite is to interact with key ____.
   a. external stakeholders
   b. managers
   c. union leaders
   d. producers

ANS: A

	Feedback
A	Correct: One of the key roles of the C-Suite is to interact with key external stakeholders.
B	Incorrect: One of the key roles of the C-Suite is to interact with key external stakeholders.
C	Incorrect: One of the key roles of the C-Suite is to interact with key external stakeholders.

D	Incorrect: One of the key roles of the C-Suite is to interact with key external stakeholders.

PTS: 1

7. Performance outcomes in health care are classified into three major categories: (1) patient-related, (2) staff-related, and (3) ____.
   a. community-related
   b. stakeholder-related
   c. government-related
   d. management-related

ANS: D

	Feedback
A	Incorrect: Performance outcomes in health care are classified into three major categories: (1) patient-related, (2) staff-related, and (3) management related.
B	Incorrect: Performance outcomes in health care are classified into three major categories: (1) patient-related, (2) staff-related, and (3) management related.
C	Incorrect: Performance outcomes in health care are classified into three major categories: (1) patient-related, (2) staff-related, and (3) management related.
D	Correct: Performance outcomes in health care are classified into three major categories: (1) patient-related, (2) staff-related, and (3) management related.

PTS: 1

8. The complexity and difficulty of leading health care organizations (HCOs) in a dynamic world has spurred interest in identifying ____.
   a. avenues of change
   b. competencies
   c. novel health practices
   d. directives

ANS: B

	Feedback
A	Incorrect: The complexity and difficulty of leading health care organizations (HCOs) in a dynamic world has spurred interest in identifying competencies.
B	Correct: The complexity and difficulty of leading health care organizations (HCOs) in a dynamic world has spurred interest in identifying competencies.
C	Incorrect: The complexity and difficulty of leading health care organizations (HCOs) in a dynamic world has spurred interest in identifying competencies.
D	Incorrect: The complexity and difficulty of leading health care organizations (HCOs) in a dynamic world has spurred interest in identifying competencies.

PTS: 1

9. Studies have identified two types of support that those in leadership roles must provide for successful change: instrumental and ____ support.
   a. industrial
   b. proactive
   c. interpersonal
   d. unconventional

ANS: C

	Feedback
A	Incorrect: Studies have identified two types of support that those in leadership roles must provide for successful change: instrumental and interpersonal support.
B	Incorrect: Studies have identified two types of support that those in leadership roles

	must provide for successful change: instrumental and interpersonal support.
C	Correct: Studies have identified two types of support that those in leadership roles must provide for successful change: instrumental and interpersonal support.
D	Incorrect: Studies have identified two types of support that those in leadership roles must provide for successful change: instrumental and interpersonal support.

PTS: 1

10. Processing the stress related to leadership action is recommended as a routine approach to self-____ in leadership positions.
    a. fulfillment
    b. care
    c. destruction
    d. motivation

ANS: B

	Feedback
A	Incorrect: Processing the stress related to leadership action is recommended as a routine approach to self-care in leadership positions.
B	Correct: Processing the stress related to leadership action is recommended as a routine approach to self-care in leadership positions.
C	Incorrect: Processing the stress related to leadership action is recommended as a routine approach to self-care in leadership positions.
D	Incorrect: Processing the stress related to leadership action is recommended as a routine approach to self-care in leadership positions.

PTS: 1

COMPLETION

1. Leadership can be defined as the process in which one engages others to set and achieve a common _____.

   ANS: goal

   PTS: 1

2. _____ examine how those in leadership roles are influenced by their surrounding environment and the subsequent performance within specific contexts.

   ANS: Contingency theories

   PTS: 1

3. Theoretically, transformational leadership is contrasted to _____.

   ANS: transactional leadership

   PTS: 1

4. _____ is an approach to integrating the strategic function of leadership involving goal and objective setting with the subsequent organizational action required to achieve the set objectives.

ANS: Strategic problem solving

PTS: 1

5. In order to design strategies, a(n) _____ can help identify the causal factors associated with the problem.

ANS: root cause analysis

PTS: 1

6. Illustrative evaluative criteria are the degree to which the strategy under consideration is 1) effective to addressing the problem, 2) cost-effective, 3) consistent with the organizational overall strategy, 4) timely in effect, or 5)_____.

ANS: politically feasible

PTS: 1

7. Indicators, sometimes termed metrics, are the items measured to determine _____.

ANS: performance

PTS: 1

8. _____ has been defined as those who "share a common purpose with the leader, believes in what the organization is trying to accomplish, and wants both the leader and the organization to succeed."

ANS: Followership

PTS: 1

9. Research suggests that health care leaders *as a group* rely more on _____ styles.

ANS: task-oriented

PTS: 1

10. Transformational leadership is effective because it changes the attitudes, values and behaviors of staff in ways that align with _____ goals.

ANS: organizational

PTS: 1

MATCHING

Match each item with a statement below:

a. administrative leadership
b. middle managers
c. people-oriented leadership
d. front-line managers

e. succession planning
f. transactional leadership
g. values
h. goals
i. leadership
j. organizational culture

1. Deepest level of basic and shared assumptions and beliefs
2. Incorporates interdisciplinary teamwork, collaboration, role clarity and innovation
3. Allows smooth transitions and keeps the costs of transitions low
4. Referred to as “linking pins”
5. Instrumental and interpersonal support provided by those who hold senior positions in the organization
6. Provide supervision directly to care providers
7. Process in which one engages others to set and achieve a common goal, often an organizationally defined goal
8. What ought to be found in an organization, distinct from what does exist
9. Relies on direct appeals for performance through explicit reward structures
10. Large aspirations of the organization

1. ANS: J PTS: 1
2. ANS: C PTS: 1
3. ANS: E PTS: 1
4. ANS: B PTS: 1
5. ANS: A PTS: 1
6. ANS: D PTS: 1
7. ANS: I PTS: 1
8. ANS: G PTS: 1
9. ANS: F PTS: 1
10. ANS: H PTS: 1