

1. Which represents the management functions that are incorporated into the management process?
 - A) Planning, directing, organizing, staffing, and transforming
 - B) Planning, organizing, staffing, directing, and controlling
 - C) Inspiring, planning, staffing, directing, and evaluating
 - D) Organizing, staffing, planning, empowering, and controlling

2. The manager of a care facility advocates traditional management science. What is this manager most likely to prioritize?
 - A) Ensuring that workers are satisfied in their roles
 - B) Identifying and addressing barriers to efficiency
 - C) Empowering workers to make decisions independently
 - D) Providing rewards for exceptional caring

3. Caregivers at a public health center believe that their manager adheres to *Theory X*. What action by the manager best confirms this suspicion?
 - A) The manager collaborates with senior staff to set quarterly goals for the center.
 - B) The manager insists on accompanying nurses to community events and observes them closely.
 - C) The manager is difficult to access when there is a problem or crisis in the center.
 - D) The manager allocates rewards based on the outcomes of nurses' work.

4. Accreditors are scheduled to visit a hospital site, and staff members have been made aware of what they will be assessing. What staff behavior would most clearly suggest the presence of the Hawthorne effect?
 - A) The nurses consciously improve their performance because they know it is being scrutinized.
 - B) The nurses avoid contact with the accreditors because they fear criticism.
 - C) The manager blames individual nurses for deficits identified in the accreditation report.
 - D) The manager temporarily adopts a leadership role.

5. The manager at a long-term care facility has intervened in a conflict between two staff members about the timing and length of lunch and coffee breaks. What management function is this manager demonstrating?
 - A) Planning
 - B) Organizing
 - C) Directing
 - D) Evaluating

6. A manager demonstrates one of the four principles of scientific management when he or she:
- A) shows an interest in employees' personal lives and emotional health.
 - B) engages in lifelong learning and expects employees to do the same.
 - C) allows employees to do their jobs independently, with minimal oversight.
 - D) hires and promotes employees on the basis of their competence and skills.
7. What aspect of the way that work is organized on a nursing unit best reflects the management theories of Max Weber?
- A) A committee that includes employees and managers has been established to plan the work on the unit.
 - B) The hierarchy of authority and the policies and procedures on the unit are clearly posted.
 - C) Quarterly awards are granted to employees who have demonstrated exceptional service.
 - D) Employees are allowed to self-schedule their vacation time and must work out any conflicts on their own.
8. The clinic leader tends to make decisions independently and closely supervises and controls the practice of the nurses at the clinic. What type of leadership is being exemplified?
- A) Authoritarian
 - B) Democratic
 - C) Laissez-faire
 - D) A contingency approach
9. How can a manager best implement the principles of situational or contingency leadership theory?
- A) By establishing rules and norms that can be applied in all conditions in the organization
 - B) By avoiding punitive consequences when addressing workers' lack of performance
 - C) By deferring to employees for day-to-day management decisions
 - D) By adapting his or her leadership style to a particular circumstance
10. Which statement best depicts leadership?
- A) Strong leaders can coerce people into following them.
 - B) A leadership position has a narrower scope than a management position.
 - C) People will follow a person in a leadership position only by choice.
 - D) Leadership requires meeting organizational goals.

11. What characteristic of a nurse-manager suggests that he or she is acting in the role of a traditional manager rather than an integrated leader-manager?
- A) The manager is conscious of the important role of politics and is politically astute.
 - B) The manager has an outward view, extending to the larger organization.
 - C) The manager's influence is limited to his or her group.
 - D) The manager emphasizes the importance of vision and values.
12. What statement by a leader most clearly demonstrates the *Great Man theory* of leadership?
- A) "Leadership is grounded in close, supportive relationships."
 - B) "Leadership and management are two different manifestations of one skill set."
 - C) "Some people are born to lead, and some are born to be led."
 - D) "Leadership can't exist without earning people's respect."
13. A nurse-manager has recently been accused of assigning work unequally. The manager has recognized the need to revise the process for assigning work to nurses. How can the manager best apply the principles of *Theory Z*?
- A) Making a decision independently and imposing it on the nurses
 - B) Gathering input from employees in order to reach a consensus
 - C) Making a decision based on the pros and cons of each option
 - D) Identifying as many different alternatives as possible
14. The nurse who manages an ambulatory clinic is well known as being a visionary leader who is skilled at empowering others with this vision. What type of leader is this nurse?
- A) Transactional
 - B) Transformational
 - C) Interactional
 - D) Bureaucratic
15. A nurse leader has set a goal of becoming a more transformational leader. What outcome will best indicate progress toward achieving this goal?
- A) The nurse maximizes efficiency when allocating scarce resources.
 - B) The nurse's subordinates demonstrate respect and loyalty.
 - C) The nurse empowers others to reach their full potential.
 - D) The nurse provides praise for good work performances.

16. What management activity characterizes the priorities that existed during the human relations era of management?
- A) Collaborative decision making
 - B) Punishing workers who were unproductive
 - C) Granting equal rights to men and women
 - D) Application of laissez-faire leadership
17. A nurse oversees the care on a hospital unit in the role of an integrated leader-manager. What characteristics should this nurse exhibit? Select all that apply.
- A) The nurse describes herself as an “inward thinker.”
 - B) The nurse's thinking includes long-term issues.
 - C) The nurse consciously attempts to motivate the employees.
 - D) The nurse has influence that goes beyond her own group.
 - E) The nurse is always conscious of political realities.
18. The nurse-manager of a community clinic is applying the principles of interactional leadership when addressing a challenging situation. What variables should the nurse prioritize when applying this model of leadership? Select all that apply.
- A) The characteristics of the nurse's personality
 - B) The financial resources available to the nurse
 - C) The consequences of failure
 - D) The factors that motivate the employees of the clinic
 - E) The specifics of the clinical challenge that the nurse is addressing
19. The nurse-manager of the perioperative department is attempting to apply the full-range leadership model (FRLM) when overseeing the department. The nurse should attempt to integrate what types of leadership? Select all that apply.
- A) Laissez-faire
 - B) Scientific
 - C) Autocratic
 - D) Transactional
 - E) Transformational
20. The manager of a busy emergency department is primarily concerned with the practical, day-to-day operations of the department. This manager is most clearly demonstrating what type of leadership?
- A) Transactional
 - B) Transformational
 - C) Interactional
 - D) Bureaucratic

21. What statement by a manager best reflects the principles of interactional leadership?
- A) "People's motives are important, and motives change over time."
 - B) "People perform to their fullest potential and then they're under pressure."
 - C) "A person can't simultaneously act as a manager and a leader."
 - D) "Organizations run best when there is no formal, centralized authority."
22. Which activities are associated with a leadership role? Select all that apply.
- A) Mentoring two new managers
 - B) Establishing goals for the coming year
 - C) Advocating for nurses to receive more professional development opportunities
 - D) Providing a motivational speech at the new employee orientation
 - E) Finding a nurse to cover another nurse's shift
23. The failure to engage in which activities are considered a fatal flaw of leadership? Select all that apply.
- A) Collaboration with colleagues
 - B) Communication with employees
 - C) Self-improvement
 - D) Staff development
 - E) Determining salary scales for employees
24. Which statement by a subordinate demonstrates the **greatest** challenge for the leader?
- A) "Your plans for the change can't realistically be implemented."
 - B) "I don't think you heard what the rest of us had to say."
 - C) "Do you have an idea what direction we need to go?"
 - D) "Can you tell me why my suggestion will not work?"
25. Which function of the management process involves the performance evaluation of employees?
- A) Planning
 - B) Organizing
 - C) Staffing
 - D) Controlling
26. A nurse has been hired to oversee the operations of a series of ambulatory clinics. The nurse can best promote the success of the organization by:
- A) promoting management skills among all employees.
 - B) integrating leadership skills and management skills.
 - C) clearly communicating to employees that they will be required to follow.
 - D) advocating for the organization to hire a leader for each site.

27. What action by the nurse-manager in a health organization best demonstrates transformational leadership?
- A) The manager readily takes responsibility after making a scheduling error.
 - B) The manager's employees are reminded that they must submit evidence of renewing their license.
 - C) The manager informs each employee about the new criteria that will be the basis of their performance reviews.
 - D) The manager holds a workshop to outline a new vision for patient-centered care.
28. A nurse was 20 minutes late returning from a scheduled lunch break and a colleague's break was consequently cut short. What response by the manager best demonstrates a laissez-faire leadership approach?
- A) Ask each of the nurses to speak with the manager separately to discuss the implications of this event
 - B) Ask the nurses to attend a short meeting together in the manager's office
 - C) Allow the two nurses to dialogue about this event and observe for evidence of a satisfactory resolution
 - D) Impose a meaningful consequence on the first nurse and have the nurse apologize to the colleague
29. The nurse-manager is addressing a nurse's suspected breach of client confidentiality in a social media posting. What function of the management process is this nurse-manager demonstrating?
- A) Organizing
 - B) Staffing
 - C) Directing
 - D) Controlling
30. The nurse-manager has been approached by three different families in recent weeks, all of whom have described a particular nurse as giving exceptional care. The manager has relayed this feedback to the nurse and nominated the nurse for an organization-wide award. How should the manager's actions be best interpreted?
- A) The manager is giving an example of democratic leadership.
 - B) The manager's actions are likely to cause accusations of favoritism.
 - C) The manager is following the Great Man theory of leadership.
 - D) The manager's actions may inadvertently discourage the other nurses.

Answer Key

1. B
2. B
3. B
4. A
5. C
6. D
7. B
8. A
9. D
10. C
11. C
12. C
13. B
14. B
15. C
16. A
17. B, C, D, E
18. A, E
19. A, D, E
20. A
21. A
22. A, B, C, D
23. A, B, C, D
24. A
25. D
26. B
27. D
28. C
29. D
30. A