

Huber: Leadership and Nursing Care Management, 3rd Edition

Test Bank

Chapter 1: Leadership Principles

MULTIPLE CHOICE

Choose one best answer.

1. Leadership is best defined as _____.
 - a. An interpersonal process of participating by encouraging fellowship
 - b. Delegation of authority, responsibility, and the coordination of activities
 - c. Inspiring people to accomplish goals through support and confidence building
 - d. The integration of resources through planning, organizing, and directing

ANS: C

Rationale: Leadership is the process of influencing people to accomplish goals by inspiring confidence and support among followers. Answers a, b, and d are distracters.

DIF: Level of Cognitive Ability: Knowledge

2. A staff registered nurse is leading a multidisciplinary clinical pathway team in the development of care for patients with total knee replacement. Which of the following statements would exemplify leadership behaviors in a clinical pathway team meeting?
 - a. "Nursing is responsible for pain control of the total knee replacement patient."
 - b. "Our pharmacist has provided some excellent pain control literature."
 - c. "Physical therapy's expertise is in rehabilitation, rather than pain control."
 - d. "Total knee replacement patients require optimal pain control."

ANS: B

Rationale: Leadership is the process of influencing people to accomplish goals by inspiring confidence and support among followers. Answer b is supportive of a team member's work and depicts some skill at interpersonal relationships. Answers a, c, and d discourage teamwork and display a lack of confidence in work of the other disciplines.

DIF: Level of Cognitive Ability: Application

3. During a staff meeting, a group of registered nurses has complained that medications are not arriving to the unit in a timely manner. The nurse manager suggests that the group resolve this issue through the development and work of a multidisciplinary team led by one of these registered nurses. This scenario demonstrates the definition of _____.
 - a. Adaptation
 - b. Empowerment

- c. Flexibility
- d. Relationship management

ANS: B

Rationale: Empowerment is the giving of authority, responsibility, and the freedom to act. In this situation, the manager has given authority, responsibility, and the freedom to act in the investigation and resolution of this issue. Adaptation is the ability to adjust behaviors and other resources to match the situation, which is a behavior competency of leadership. Flexibility is the ability to "tolerate ambiguity and have a sense of personal empowerment." Relationship management is effective communication with others that disarms conflict and is the ability to develop the emotional maturity of team members.

DIF: Level of Cognitive Ability: Application

- 4. The nurse manager has yearly meetings with individual staff to set professional goals followed by periodic checks to assess progress of goals and how she can facilitate each staff registered nurse's professional growth. This leadership behavior depicts ____.
- a. Pygmalion leadership
- b. Quantum leadership
- c. Transactional leadership
- d. Transformational leadership

ANS: D

Rationale: Transformational leadership fosters the motivation of followers to perform to their greatest potential and provides a sense of direction. Transactional leadership style is one of a caretaker focusing on the day-to-day operations. Quantum leadership facilitates work by fostering an environment of curiosity, questioning, and exploration. Pygmalion effect, rather than leadership, is followers acting according to what the leader expects.

DIF: Level of Cognitive Ability: Comprehension

- 5. The postoperative patient with anterior cervical laminectomy is complaining of tightness in his throat. His voice is raspy. The staff nurse asks the unit secretary to "Page Dr. Julio stat." This is an example of ____.
- a. Authoritarian leadership
- b. Democratic leadership
- c. Laissez-faire leadership
- d. Servant leadership

ANS: A

Rationale: Authoritarian leadership uses directive and controlling behaviors in which the leader determines policies and makes decisions in isolation. The leader orders subordinates to carry out the tasks or work. This style is helpful in crisis situations. Democratic leadership is a team approach in which the leader shares responsibility for decision making and quality improvement. Laissez-faire leadership does not interfere with decision making or policy setting. Servant leadership is a method used to facilitate the work of others through serving subordinates through nurturing autonomy and personal growth.

DIF: Level of Cognitive Ability: Application

6. A quality improvement team is working to enhance teamwork among the staff in a newly developed Alzheimer's program. Which of the following would be an expected behavior of or statement that depicts quantum leadership?
- a. "After the meeting today, each member on this team will be a role model of good communication techniques to other staff members."
 - b. "How would you describe an ideal collaborative practice environment?"
 - c. "What do you think about sharing our opinions today in a mutually respectful manner as we move around the table?"
 - d. "You folks are highly motivated and smart enough to develop a plan on your own. I'll support you as needed."

ANS: B

Rationale: Quantum leadership fosters an environment of curiosity, questioning, and exploration. Answer a depicts an authoritarian leadership style. Answer c is an example of a democratic leadership style. Answer d is an example of laissez-faire leadership.

DIF: Level of Cognitive Ability: Application

7. A nursing executive is leading a multidisciplinary team of professionals who have worked well together on prior initiatives. Which of the following leadership styles might work best in this situation?
- a. Authoritarian
 - b. Democratic
 - c. Pygmalion
 - d. Transactional

ANS: B

Rationale: Democratic leadership would work best in this situation. Authoritarian leadership is ineffective with professionals. Pygmalion is not a leadership style. Transactional leaders focus on day-to-day operations and assume a caretaker role. This also is not effective in this type of situation.

DIF: Level of Cognitive Ability: Application

8. A leader introduces the team as bright and highly motivated professionals working on a common goal of patient care excellence. A few months later the team exceeds the expectations of the leader. This is an example of ____.
- a. Drucker's law
 - b. Hawthorne effect
 - c. Pygmalion effect
 - d. Starling's law

ANS: C

Rationale: Pygmalion effect is a psychological idea about expectations. If a leader communicates the expectation that the team will perform well, these expectations likely will be fulfilled. Drucker's law is a distractor. Hawthorne effect refers to research studies in which people who are being measured and are aware that they are being measured may act differently. Starling's law refers to the physiological functioning of the heart as it relates to preload and stretching of the muscle fibers.

DIF: Level of Cognitive Ability: Comprehension

SHORT ANSWER

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

1. Which of the following aspects are present in the feminist perspective leadership style?
- a. Builds relationships
 - b. Does not interfere in decision making
 - c. Empowers others
 - d. Fosters an environment of mothering
 - e. Supports bargaining of tasks and roles
 - f. Promotes personal growth

ANS:

Answer: a, c, f

Rationale: Leaders using the feminist perspective build connections, empower others, and support personal growth to promote teamwork and to accomplish goals.

DIF: Level of Cognitive Ability: Comprehension

2. A nurse manager of Great Lakes Hospital is meeting with the dean of a well-recognized university who is the keynote speaker today at the nursing conference. He remembers that one of the registered nurses is interested in attending a well-recognized university to pursue a PhD. The nurse manager arranges for the registered nurse to meet with this dean. The nurse manager is exhibiting leadership behaviors consistent with ____.
- a. Feminist perspective
 - b. Servant leadership

- c. Transactional leadership
- d. Transformational leadership

ANS:

Answer: a, b, d

Rationale: This behavior nurtures personal growth (servant leadership) and assists the registered nurse to perform to his or her fullest potential (transformational leadership). This behavior also helps the registered nurse build a connection with the dean, a representative of the university (feminist perspective).

DIF: Level of Cognitive Ability: Application