Leadership and Management – Answer key
Professional 240

1. An effective leader is able to: (SELECT ALL THAT APPLY)
   a. Work with a variety of professional and non-professional personnel.
   b. Influence others.
   c. Move others in the same direction.
   d. Use force to move to destination.

2. “The art of leadership is getting someone else to do something you want done because he wants to do it.” This statement is attributed to:
   b. Kennedy (1963)
   c. Eisenhower
   d. Wren

3. “The person who gets the most satisfactory results in not always the person with the most brilliant single mind, but rather the person who can best coordinate the brains and talents of his associates.” This statement is attributed to:
   b. Kennedy (1963)
   c. W. Alton Jones
   d. Wren
   e. Eisenhower

4. Principles of followership include: (SELECT ALL THAT APPLY)
   a. Followership and leadership or separate but reciprocal roles.
   b. Leaders can exist even if there are no followers.
   c. It is a passive role.
   d. A valuable follower is skilled and self-directed.
   e. is able to identify the things that work and the things that don’t

5. Marisol wants to be a better follower. What are some ideas to improve her followership? (SELECT ALL THAT APPLY)
   a. If she discovers a problem she should keep it to herself.
   b. she should invest her interest and energy into her work.
   c. be supportive of new ideas
   d. Listen to only important information
6. A nurse manager is responsible for ensuring not only that the patient care is given but also that it is given in the most effective and efficient manner possible. What skills should the nurse possess making her an effective leader? (SELECT ALL THAT APPLY)
   a. Demanding of others
   b. coordinating the work
   c. controlling the work
   d. planning the work
   e. organizing the work

7. To be a leader and a manager, a person should:
   a. be both a leader and a manager
   b. needs to be a good leader to be an effective manager.
   c. have no formal authority to direct the work of others.
   d. does not have to take formal responsibility.

8. Marta is a nurse on a busy Med-Surg unit. She is also a leader, what qualities make her a good leader? (SELECT ALL THAT APPLY)
   a. influence and shared meaning
   b. an informal role
   c. initiative
   d. dependent thinking
   e. it’s not part of her responsibility to be a leader

9. Marta’s boss Kathy is the Nurse Manager of her unit. She has the following qualities making her a good manager: (SELECT ALL THAT APPLY)
   a. An achieved position
   b. authority and influence
   c. responsibilities including budgets, hiring and firing people.
   d. An informal role
   e. part of every nurse’s responsibilities

10. The Trait Theory identifies the traits that distinguish a leader from a non-leader. These are: (SELECT ALL THAT APPLY)
    a. Intelligence
    b. Initiative
    c. Ability to take orders from others
    d. some interpersonal skills
    e. willingness to take risks

11. Dennis, a nurse, has come into an ICU unit with the Rapid Response Team for a code called. He immediately begins taking responsibility for the code and starts to assign what nurses will do what to the patient. He calls out the medications to
administer to the medication nurse, asks the respiratory therapist to intubate the patient, a nurse to record everything and a nurse to provide compressions. There is no further discussion except as it relates to the code. In this case what type of leadership is her providing?
   a. Laissez-Faire
   b. Republican
   c. Democratic
   d. Authoritarian

12. Lisel, a Charge Nurse, is having difficulty with her staff on shift. She always has a nurses complaining to her about either the break schedules, or that the CNA’s are not helpful, yet she doesn’t do anything to help correct the problems. She doesn’t understand why everyone is mad her either and tries to arrange their schedules so that they do not have to work under her. What type of leadership is she providing?
   a. Laissez-Faire
   b. Democratic
   c. Authoritarian
   d. Creative

13. Identify the theories involved in determining a good leader: (SELECT ALL THAT APPLY)
   a. Creative Theory
   b. Trait Theory
   c. Risk Theory
   d. Behavioral Theory

14. Task focus in leadership is used to:
   a. reduce medication errors, complete patient records
   b. relationships between doctors, nurses, and patients
   c. affect morale
   d. improve patient satisfaction

15. Relationship focus in leadership is used to:
   a. focus on attitudes toward nursing and patients
   b. affect morale
   c. improve staff satisfaction
   d. complete patient reports
16. Theories for leadership include: (SELECT ALL THAT APPLY)
   a. Emotional stability
   b. Situational Theories
   c. Transformational leadership
   d. Moral leadership
   e. Constructive leadership

17. Mary is having her evaluation. The Nursing Supervisor has identified several qualities that make Mary a good leader on her unit. What would some of the qualities include: (SELECT ALL THAT APPLY)
   a. the fact she shows up early on her shift days (Timeliness)
   b. that she is trusted by her fellow nurses and patients (Integrity)
   c. She has the nickname “The Energizer” (Energy)
   d. she can handle both a busy patient and a patient with less needs (Balance)
   e. she is always upbeat and has a smile for everyone (Optimistic)

18. In Mary’s evaluation, her Nursing Supervisor has identified the actions that have come to her attention that have made her a good leader. What would some of the actions include: (SELECT ALL THAT APPLY)
   a. Critical thinking
   b. Ability to solve problems
   c. Develops others before herself
   d. doesn’t provide feedback to prevent insulting or disrespecting others ideas.

19. Other management theories exist, but are not generally used in the field of medicine or they are not being used as often. These theories include: (SELECT ALL THAT APPLY)
   a. Scientific management
   b. Theory X vs Theory Y
   c. Interpersonal Management Theory
   d. Business management Theory

20. Theory X reflects the idea that:
   a. keeping employee satisfaction high keeps employees motivated
   b. work is analyzed for improvement
   c. most people don’t want to work very hard
   d. the more expertise an employee has the more productive they will be.
21. Theory Y reflects that idea that:
   a. **Satisfied, motivated employees will do the best work.**
   b. most people require strict rules and constant supervision
   c. most people don’t want to work very hard
   d. management emphasizes the task aspects of providing care.

22. What behaviors of an effective manager must a person possess: (SELECT ALL THAT APPLY)
   a. Intrapersonal
   b. Informational
   c. Decisional
   d. Business sense

23. Interpersonal behaviors are behaviors that make and effective Manager. What does this behavior include: (SELECT ALL THAT APPLY)
   a. Financial negotiation and resolution
   b. Employee development
   c. rewards and punishment
   d. spokesperson

24. Decisional behaviors are behaviors that make an effective Manager. What does this behavior include: (SELECT ALL THAT APPLY)
   a. Employee evaluation
   b. networking
   c. Hiring and firing employees
   d. Monitoring
   e. Job analysis and redesign

25. Informational behaviors that make an effective Manager. What does this behavior include: (SELECT ALL THAT APPLY)
   a. Spokesperson
   b. Monitoring
   c. Disseminating
   d. conflict negotiation and resolution
   e. resource allocation