Exam 1 Study Guide

Chapter 01: Leadership and Management Principles

1. Leadership is best defined as:
   a. an interpersonal process of participating by encouraging fellowship.
   b. delegation of authority and 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.

2. A medical-surgical unit reports higher rates of patient satisfaction coupled with high rates of staff satisfaction and productivity. Which of the following is attributed to the data findings?
   a. **Effective leadership**
   b. Management involvement
   c. Mentoring
   d. Rewards and recognition

3. A staff registered nurse (RN) is leading a multidisciplinary clinical pathway team in the development of care for patients with total knee replacement. Which of the following statements exemplifies 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, not pain control."
   d. "Total knee replacement patients require optimal pain control."

4. Which of the following is true of management activities?
   a. Inspiring a vision is a management function.
   b. **Management is focused on task accomplishment.**
   c. Management is more focused on human relationships.
   d. Management is more important than leadership.

5. During a staff meeting, a group of RNs 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 RNs. This scenario demonstrates:
   a. adaptation.
   b. **empowerment.**
   c. flexibility.
   d. relationship management.

6. A nurse is caring for an elderly patient who was admitted after sustaining a fall at home. When creating a care plan for the patient, she requests that the doctor order a home health visit to assess for home safety and medication compliance. In addition, the nurse is concerned about the nutrition of the patient and requests a dietitian evaluation. The nurse is demonstrating which of the following leadership skills?
   a. Care provider
   b. Business principles
   c. Care coordination
   d. Change management

7. Interpersonal communication and the ability to apply _____ are two critical skills every nurse needs to enhance professional practice.
   a. vision
   b. supervision
   c. delegation
   d. problem solving

8. Good leaders need to be able to demonstrate an intuitive skill of empathy and expressiveness when dealing with others in the workplace. This requires sensitivity and awareness of the emotions and moods of others and is known as:
   a. social awareness.
   b. self-awareness.
   c. self-management.
   d. relationship management.

9. The personal leadership skill for nurses that consists of self-awareness, discipline, motivation, social awareness, and relationship management is known as what?
   a. Leadership.
   b. Management.
   c. Emotional intelligence
   d. Vision

10. _____ are vital to good leaders because they are able to take the vision of the leader and achieve the determined goals.
    a. Managers
    b. Motivators
    c. Visionaries
    d. Followers

11. The best leadership style for unfavorable conditions is:
    a. leader–member relations.
    b. task-oriented structure.
    c. position power.
    d. laissez-faire.

12. Nursing management is defined as:
    a. delegation of authority and responsibility and the coordination of tasks.

b. the integration of resources through planning, organizing, and directing.
c. the process of influencing patients to accomplish goals.
d. **the coordination and integration of nursing resources by applying the management process to accomplish nursing care and service goals and objectives.**

13. A nursing unit has demonstrated lower patient satisfaction scores during the last quarter. The manager of the unit has formed a small team to set long- and short-term goals for the unit with action plans to increase patient satisfaction. This is an example of which management process?
    a. **Planning**
    b. Organizing
    c. Coordinating
    d. Controlling

14. A nursing unit has discovered a series of medication errors with regard to a particular computerized physician order set and the calculation within the order. The unit manager has a theory on changes that should be made within the order to decrease the confusion for nursing staff. However, the nurse manager realizes that changes would need to be made with pharmacy input as well as other nursing units within the facility and the multihospital system. Which of the following management theories is exemplified when the nurse manager considers the impact of change on the organization as a whole?
    a. Contingency theory
    b. **Systems theory**
    c. Complexity theory
    d. Chaos theory

15. The role of the _____ is to provide leadership and direction for all aspects of nursing services with a focus on integrating the system and building a culture.
    a. nurse manager
    b. care provider
    c. **nurse executive**
    d. senior leader

16. 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 _____ leadership.
    a. **authoritarian**
    b. democratic
    c. laissez-faire
    d. servant

17. A quality improvement team is working to enhance teamwork among the staff in a newly developed Alzheimer's program. Which of the following statements would be an expected behavior that illustrates 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."

18. 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. Transformational
    d. Transactional

19. Which of the following are crucial leadership traits to exhibit in the nursing profession?
    a. The nurse leader needs to by dynamic
    b. The nurse leader shows good interpersonal skills
    c. The nurse leader is a visionary for the organization and the profession
    d. The nurse leader is able to inspire
    e. The nurse leader allows corporate executives to determine department goals

MULTIPLE RESPONSE

1. Which of the following behavioral aspects are present in the feminist perspective leadership style? (*Select all that apply.*)
    a. Builds relationships.
    b. Focuses on completing tasks and achieving goals.
    c. Empowers others.
    d. Fosters an environment of mothering.
    e. Supports bargaining of tasks and roles.
    f. Promotes personal growth.

2. A nurse manager at 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 RNs is interested in attending a well-known university to obtain a doctorate. The nurse manager arranges for the RN to meet with this dean. The nurse manager is exhibiting leadership behaviors consistent with: (*Select all that apply.*)
    a. feminist perspective.
    b. servant leadership.
    c. transactional leadership.
    d. transformational leadership.
    e. authoritarian leadership.

3. A nurse manager at Morgan Hill Community Hospital is known to be an excellent nursing manager by the personnel working on her nursing unit. The nurse manager exhibits which of the following behaviors? (*Select all that apply.*)
   a. **Knows the personnel and addresses them by name.**
   b. Intervenes when she receives complaints.
   c. Has a consistent style that never varies.
   d. **Is visible on the nursing unit by all shifts on a frequent basis.**
   e. **Evaluates a number of aspects of problems prior to making decisions.**
   f. Uses decision by consensus to resolve conflicts.
   g. **Fosters collaboration.**

4. To reach Magnet status the nursing service in a hospital must attain competency in which of the following areas? (*Select all that apply.*)
   a. **Professionalism**
   b. Use of critical thinking skills
   c. **Business skills and principles**
   d. **Leadership**
   e. **Communication and relationship management**
   f. **Knowledge of the health care environment**
   g. Implementation of an acuity-based staffing system

5. Which of the following behaviors build trust between leaders and employees in an organization? (*Select all that apply.*)
   a. **Sharing relevant information**
   b. Encouraging competition via winners and losers
   c. **Reducing controls**
   d. **Meeting expectations**
   e. Avoiding discussion of sensitive issues

6. Which of the following traits describe a transactional leader? (*Select all that apply.*)
   a. **Functions in a caregiver role.**
   b. **Surveys their followers' needs and sets goals for them.**
   c. Uses charisma to produce greater effort in followers.
   d. **Focuses on the maintenance and management of ongoing and routine work.**
   e. Motivates followers to perform to their full potential.

7. Which of the following definitions apply to management? (*Select all that apply.*)
   a. It is a process of inspiring people to accomplish goals through support and confidence building.
   b. **It is the process of coordination and integration of resources to accomplish specific goals.**
   c. **It includes the activities of planning, organizing, coordinating, directing, and controlling.**
   d. **It is a process of planning and directing human effort to achieve**

established objectives.
e. It is the directing of the organizations' money, facilities, and supplies to achieve results.

Chapter 05: Managing Time and Stress

MULTIPLE CHOICE

1. _____ is defined as the accomplishment of specified activities during the time available.
   a. Stress
   b. Mismanagement of resources
   c. Time management
   d. Self-management

2. Nurses who are successful at time management:
   a. display an ability to set measurable goals and objectives.
   b. frequently volunteer for new and creative projects.
   c. hesitate to delegate because of perfectionist characteristics.
   d. tend to accomplish specific activities within a time frame.

3. Jay, a nurse in the intensive care unit, has been caring for a patient with end-stage renal disease, congestive heart failure, and a stroke. The client has had four cardiac arrests in 4 days. Despite the grave prognosis, the client's family continues to want resuscitation at all cost. Jay knows that further medical care is futile. Jay is at risk for:
   a. confrontational conflict.
   b. resilience.
   c. burnout.
   d. moral distress.

4. Nurses who must manage unplanned and regular responsibilities simultaneously may experience:
   a. complexity compression.
   b. resilience.
   c. moral distress.
   d. empowerment.

5. Creating a safe, empowering, and satisfying work environment can be accomplished through implementation of:
   a. Institute of Medicine Coalitions.
   b. health care reform.

c. the Troubled Asset Relief Program.
d. Healthy Work Environment (HWE) standards.

6. A staff nurse has a concern about a co-worker who may be diverting medications. The staff nurse would like to report the concern to a supervisor, but she is fearful of retaliation from her colleagues. The staff nurse knows that the ethical thing to do is report the concern for the sake of patient safety. This nurse is experiencing:
   a. stress.
   b. procrastination.
   c. moral distress.
   d. burnout.

7. An internal obstacle that may contribute to moral distress is:
   a. lack of resources.
   b. lack of confidence.
   c. lack of structure.
   d. lack of processes.

8. A new nurse manager is provided with a smartphone in order to efficiently manage her time. What is the most effective method of managing stress related to e-mail?
   a. Create an auditory cue that alerts the manager to incoming messages so they can be processed immediately.
   b. Set aside time during meetings to read and respond to messages.
   c. Schedule blocks of time to tackle e-mail.
   d. Delete e-mails that require a lengthier response.

9. The first critical step in creating an environment to prevent and address work-related stress is:
   a. delegation.
   b. motivation.
   c. innovation.
   d. intention.

10. Nurse managers are in a position of impacting the stress levels of employees through improving work environments and creating a culture of enhanced staff satisfaction. Having structures and processes in place to prevent work-related stress from happening in the first place requires:
    a. genuine intention and corresponding action.
    b. additional evidence about the human and financial costs of work-related stress.
    c. more stability in the health care industry.
    d. decreased demands from payers, consumers, and regulators.

11. There is evidence of a link between _____ employees with higher productivity and more satisfied customers.
    a. stressed
    b. empowered

c. financially focused
d. creative

12. Nurses on the midnight shift are experiencing difficulty with receiving materials from the central supply department. Last night a patient was admitted to the unit from the emergency department with a heart dysrhythmia. The nurse requested that a temporary pacemaker kit be placed in the unit as a standby in case the patient required its use. The central supply unit did not comply until the patient required its emergent use. The nurse was stressed. This is an example of which type of stress?
a. **Job stress**
b. Overload of role
c. Moral distress
d. Role conflict

13. When a nurse leader is able to fully embrace the American Association of Critical-Care Nurses' (AACN's) Healthy Work Environment and engage others in its achievement, what is the leader demonstrating?
a. **Authentic leadership**
b. Meaningful recognition
c. True collaboration
d. Skilled communication

14. A new nursing manager is falling behind on the staffing schedule, the monthly budget, and employee evaluations. She says to her director, "I'm working 60 hours per week and I still don't have enough time to do it all." The nursing director suggests which of the following to her?
a. Setting priorities
b. Obtaining additional preceptoring.
c. **Scheduling blocks of time for each activity to be accomplished.**
d. Giving up management and returning as a regular staff nurse.

15. In setting boundaries it is important to do which of the following?
a. Set rigid boundaries.
b. **Set boundaries based on individual needs.**
c. Consider where one is in the lifespan when setting boundaries.
d. Set boundaries even if it produces more stress than not having boundaries at all.

16. A nurse manager has several complaints from her staff that she is inaccessible during the day. What is the best strategy the nurse manager takes to improve her staff satisfaction?
a. Notify staff when she will be out of the office.
b. **Block time for daily rounds with staff.**
c. Set realistic follow-up deadlines for staff issues, questions, and concerns.
d. Ask the staff to communicate with her through their supervisors.

MULTIPLE RESPONSE

1. Definitions of stress are: (*Select all that apply*.)
   a. **a negative emotional experience that is associated with biological changes that trigger the body to make adaptations.**
   b. the accomplishment of specified activities during an available time period.
   c. **a physical, mental, psychological, or spiritual response to an experience.**
   d. **a response that is evaluated by the individual as a threat to one's sense of well-being.**

2. Which of the following responses may occur related to stress? (*Select all that apply.*)
   a. **Increased heart rate**
   b. Decreased blood glucose levels
   c. **Emotional exhaustion**
   d. **Burnout**
   e. **Chronic health conditions**

3. Which of the following statements are true regarding job stress? (*Select all that apply*.)
   a. Job stress is related more to external demands that are brought into the workplace.
   b. **Job stress can lead to burnout.**
   c. **Job stress is manifested as emotional and/or physical exhaustion.**
   d. Job stress increases productivity.
   e. **Levels of job stress that are too low or too high decrease individual productivity.**

4. What are some methods that nursing staff can use to manage personal stress levels? (*Select all that apply*.)
   a. **Take personal time each day.**
   b. Take on extra shifts to keep the mind occupied.
   c. **Get enough sleep.**
   d. **Pay attention to diet and exercise.**
   e. **Have a strong support network of friends and family.**

5. What are some potential reasons that nurses experience higher levels of stress? (*Select all that apply*.)
   a. Nurses are skilled at setting boundaries.
   b. **Nurses often put others' needs ahead of their own.**
   c. **Staff nurses are under pressure to do more with less.**
   d. **There are support staff cuts.**
   e. **There are fluctuations in staffing levels.**

6. Managers have a key role in mitigating stress in the workplace. Which strategies will assist the manager in creating a more healthy work environment? (*Select all that apply*.)
   a. **Recognize nurses for the value they bring to the organization.**
   b. **Partner with the nursing staff to make policies and lead organizational operations.**
   c. Keep information confidential regarding safety concerns or initiatives.
   d. **Ensure staffing is an effective match between patient needs and nurse competencies.**
   e. Ensure that the manager maintains responsibility for all aspects of unit functioning.

7. Conflict and stress in the workplace can be managed through building relationships. Organizations can foster the building of relationships through: (*Select all that apply*.)
   a. **social media.**
   b. **informal social gatherings.**
   c. **mentoring.**
   d. confidential meetings.

8. Job stress can accumulate into: (*Select all that apply.*)
   a. better time management skills.
   b. feelings of elation.
   c. **burnout.**
   d. **physical exhaustion.**

9. A staff RN is writing an article for a prestigious nursing journal. The deadline is in 1 week, and she is feeling overwhelmed about completing her work. She is unable to keep up with home management, and she is beginning to procrastinate on the project. She also has other responsibilities, such as taking her elderly mother grocery shopping and to health care appointments. She is married to a busy executive and has three children, all of whom are active in high school sports. Which of the following stress management strategies would be helpful? (*Select all that apply*.)
   a. **Schedule "think time" appointments at least once a week for a block of time; get out of the office for these times.**
   b. **Bring a water bottle to work and refill as needed to keep hydrated.**
   c. Cut extra activities out of her schedule, such as her morning walk.
   d. **Create a "getaway" place at work where she can spend a few minutes in silence and thought.**

10. Max is a nurse on the 7 PM to 7 AM shift on the orthopedic floor. He is the most experienced nurse on the unit during this shift, with 6 years of nursing experience. Max usually acts as charge nurse during his shift while caring for a group of patients. Recently there has been an influx of new graduates working on his shift. Some nights, he is expected to orient a new nurse, act as the charge nurse, and mentor other new nurses working on the floor. He is concerned that with all the new nurses, there are not enough mentors for all of them, resulting in less-than-optimal care delivery. Which factors have been shown to decrease stress for nurse leaders? (*Select all that apply*.)

a. **Support from others**
b. **Autonomy**
c. **Predictability**
d. Transparency

Chapter 06: Legal and Ethical Issues

MULTIPLE CHOICE

1. A staff nurse is facing a dilemma between meeting clinical ethical standards and meeting organizational goals. The nurse manager understands that the best way to assist staff members in resolving ethical dilemmas effectively is to focus on:
   a. **doing the right thing and taking the right action.**
   b. meeting clinical standards before organizational goals.
   c. meeting organizational goals before clinical standards.
   d. referring indecisive staff members for additional training.

2. One mechanism that ensures autonomy in the nursing profession is the:
   a. American Nurses Association (ANA).
   b. Department of Health Professionals.
   c. **Nursing Code of Ethics.**
   d. Professional Regulatory Board.

3. A nurse manager is evaluating the efficiency of a process on the nursing unit. The manager believes that the unit could be more efficient if one aspect of this process were delegated to unlicensed personnel. To establish whether the delegation of this duty would be legal, he should check with the:
   a. ANA.
   b. current federal defense attorney.
   c. **state nurse practice act.**
   d. policy and procedure manual of the unit.

4. The major responsibility for upholding patient care standards belongs to the:
   a. chief executive officer of the facility.
   b. **nurse manager.**
   c. on-call physician.
   d. staff nurse providing patient care.

5. The nursing manager has assumed responsibility for ensuring that tasks within her department are delegated legally and are performed appropriately. In so doing, she has accepted which of the following nursing roles?
   a. Ethical
   b. Ombudsman
   c. Paralegal
   d. **Supervisor**

6. The court has found that a registered nurse (RN) harmed a patient by violating his rights. The nurse is ordered to pay the patient a large sum of money. The court has determined that the nurse has committed a:
   a. **civil act.**
   b. criminal act.
   c. critical wrong.
   d. quality breach.

7. The most common source of legal liability for nurse managers is a(n):
   a. medical malpractice suit.
   b. organizational nursing issue.
   c. **tort.**
   d. vicarious liability.

8. On admission, the patient was found to have a blood glucose level of 218. The RN knows that except in emergency situations, it is hospital policy to obtain physician's orders before administering any medication. Because the on-call physician did not return the page, the nurse administered insulin according to the common sliding scale. Four hours later, the patient was found nonresponsive in her bed and later died. According to the autopsy, the patient died from heart failure. Her postmortem blood glucose level was 22. The nurse's actions are an example of:
   a. breach of contract.
   b. **common negligence.**
   c. intentional malpractice.
   d. medical oversight.

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   a. a judicial risk.
   b. an ostensible authority.
   c. indemnified.
   d. **vicariously liable.**

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    a. assessment option.
    b. clinical choice.
    c. **ethical dilemma.**
    d. moral decision.

11. A patient who is not fully informed about his or her health status is an example of a violation of which ethical principle?
    a. **Autonomy**
    b. Justice
    c. Utilitarianism
    d. Confidentiality

12. Which ethical principle is violated when there are insufficient community resources to meet the needs of low-income families?
    a. Nonmaleficence
    b. Autonomy
    c. Beneficence
    d. **Justice**

13. "To do good for others" is an example of which ethical principle?
    a. Nonmaleficence
    b. Fidelity
    c. **Beneficence**
    d. Confidentiality

14. A new RN is observed breaking sterile technique by the perioperative nurse. This is an example of a violation of which ethical principle?
    a. Autonomy
    b. Justice
    c. **Nonmaleficence**
    d. Confidentiality

15. A staff nurse came in to work the 7 PM to 7 AM shift. She had met her friends for "happy hour" earlier in the evening. Her breath smells of alcohol. If this nurse is allowed to provide care for patients, she may be at risk for:
    a. **maleficence.**
    b. melange.
    c. nonmaleficence.

d. nonmelange.

16. The nurse on a medical unit is caring for a 19-year-old with complications from a congenital heart defect. The client's mother is consistently at the bedside asking questions and attempting to direct the treatment plan. Which of the following shows how the nurse should communicate with the mother?
    a. Discuss personal information that the client shared with the nurse in confidence.
    b. Provide the mother with any information required for continuity of care.
    c. Explain that client confidentiality prevents the nurse from disclosing information.
    d. **Ask the client if he gives permission for the nurse to share information with the mother.**

17. The definition of *veracity* is:
    a. being loyal and faithful to commitments and accountable for responsibilities.
    b. **the norm of telling the truth and not intentionally deceiving or misleading clients.**
    c. a prohibition of disclosure of information.
    d. a right of limited physical or informational inaccessibility.

18. Nurse managers are able to respond better to ethical dilemmas when they have access to the organization's:
    a. mission and vision.
    b. patient safety plan.
    c. medical staff bylaws.
    d. **ethics committee.**

MULTIPLE RESPONSE

1. Which ethical principle is violated when the RN tells the hospital accountant that the patient is HIV-positive? (*Select all that apply*.)
    a. **Beneficence**
    b. Veracity
    c. **Confidentiality**
    d. Autonomy
    e. Fidelity

2. An elderly 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 nurse documents this very well. The client falls out of bed and breaks his hip. Who can possibly be held negligent? (*Select all that apply*.)
    a. Client's wife
    b. **Nurse manager**
    c. Pharmacist

    d. Staff RN

3. Which of the following are examples of intentional torts that may occur in the health care field? (*Select all that apply*.)
   a. Slip and fall in the hospital cafeteria
   b. Patient restrained by the neck utilizing the nurse's arm
   c. Ovary removal against the patient's signed consent
   d. Restraining a patient without a physician's order
   e. Hospital-acquired pressure ulcer

4. To establish legal liability on the grounds of malpractice, the injured party must prove which of the following? (*Select all that apply*.)
   a. A duty of care was owed to the injured party.
   b. An agreement was made to assume another party's liability.
   c. There was a breach of duty.
   d. Causation was present.
   e. Actual harm or damages were suffered by the plaintiff.

5. Which of the following patient-related events may be considered as examples of common negligence allegations in a nursing malpractice suit? (*Select all that apply*.)
   a. Staffing levels in the medical unit
   b. Patient fall with injury
   c. Heparin error
   d. Failure to utilize rapid response team with change in vital signs
   e. Failure to ensure telemetry monitor is on the correct patient

6. The nurse manager in a large emergency department utilizes agency nursing for staffing. Which of the following should the nurse manager do to help the facility avoid corporate liability? (*Select all that apply*.)
   a. Assume that the agency has reviewed the license status of the individual.
   b. Ensure that those who report to them remain competent and qualified and have current licensure.
   c. Report incorrect mixes of staff for effectively meeting the health care needs of clients.
   d. Assign the staff members to the role of mentor and educator.

7. A Middle Eastern man has just been diagnosed with terminal cancer. The family has asked the medical and nursing staff to keep this information from the patient because in their culture they are fearful of delivering bad news as it may cause the patient to give up hope. Which ethical principles and dilemmas might be faced by nursing staff? (*Select all that apply*.)
   a. Justice
   b. Autonomy
   c. Veracity
   d. Confidentiality

8. Professional safeguards that protect the nurse from being wrongfully accused of malpractice include which of the following? (*Select all that apply*.)
   a. Code of Ethics
   b. **Statute of Limitations**
   c. **Affidavit of Merit**
   d. Standard of Proof
   e. **Sources of Law**

Chapter 07: Communication Leadership

MULTIPLE CHOICE

1. The process in which information, perception, and understanding are transmitted from person to person is:
   a. articulation.
   b. **communication.**
   c. evaluation.
   d. pronunciation.

2. Unspoken affective or expressive behaviors best describe which type of communication?
   a. Effective communication
   b. Ineffective communication
   c. **Non-verbal communication**
   d. Verbal communication

3. A communication model that focuses on compassion, expression of emotion, and providing validation via support is the:
   a. **validation, emotion, reassurance, activity (VERA) framework.**
   b. **s**ituation, **b**ackground, **a**ssessment, and **r**ecommendation (SBAR) Communication Theory.
   c. nonviolent communication (NVC) model.
   d. Human Relationship Model.

4. A human communication activity designed to influence another to change attitudes or alter behaviors by the use of techniques such as argument, reasoning, or pleading is known as:
   a. advisement.
   b. consultation.
   c. **persuasion.**
   d. suggestion.

5. Which of the following is true about negotiation?
   a. It commonly results in a win-lose situation.
   b. **It is aimed at solving problems, conflicts, or disputes.**

c. It is used only in contract and labor union disputes.
d. It is the exchanging of favors or trading activity.

6. A nursing preceptor is giving feedback to a new nurse who currently is being oriented. Her preceptor suggests a better method of interacting with a family member by saying, "You might want to be cognizant of your non-verbal behaviors when talking with clients. Rather than continuing to chart when you are talking with an American family, stop charting, move closer to the family and client, look at them during the conversation, and take time to let them share their concerns." This preceptor is giving advice about:
   a. **interpersonal communication.**
   b. clarity.
   c. image.
   d. intention.

7. The transformational leader engages staff by:
   a. punishing errors.
   b. **sharing vision and decision making.**
   c. taking a top-down approach to leadership.
   d. making unilateral decisions for the team.

8. An example of an external variable that may affect communication is:
   a. **circumstance.**
   b. personality.
   c. thoughts.
   d. feelings.

9. _____ communication patterns exist between colleagues and serve to contribute to a hostile work environment, high turnover, burnout, and job dissatisfaction.
   a. Defensive
   b. **Disruptive**
   c. Negotiating
   d. Humanizing

10. Over lunch in the cafeteria, student nurses are sharing educational information about the patients for whom they are caring. This is a(n):
    a. breach of beneficence.
    b. example of maleficence.
    c. potential assault and battery charge.
    d. **violation of the Health Insurance Portability and Accountability Act (HIPAA).**

11. Interpersonal communication is defined as:
    a. the conscious intent by one individual to modify the thoughts or behaviors of others.
    b. a combination of written and spoken communication.
    c. a theory used to describe a manner of communicating.
    d. **communication between two or more individuals involving face-to-**

face interaction.

12. Organizational tones are based mostly on:
    a. **unspoken cultural norms.**
    b. commitment to success.
    c. communication behavior.
    d. leadership styles.

13. Which communication technique is most effective when handling patient complaints?
    a. Persuasion
    b. Bargaining
    c. **Negotiation**
    d. Non-verbal cues

14. A communication system developed originally to address communication patterns in critical situations is:
    a. VERA framework.
    b. NVC model.
    c. crucial conversations.
    d. **TeamSTEPPS.**

15. The number one cause of preventable medical errors is:
    a. hostile work environments.
    b. **poor communication.**
    c. ineffective leadership.
    d. staff competency.

16. Which communication format was developed to address the communication arm of the TeamSTEPPS model?
    a. NVC (nonviolent communication)
    b. **SBAR (situation, background, assessment, and recommendation)**
    c. VERA (validation, emotion, reassurance, activity)
    d. MI (motivational interviewing)

MULTIPLE RESPONSE

1. Effective communication is fostered through which of the following ingredients? (*Select all that apply*.)
   a. **Trust**
   b. Humility
   c. **Respect**
   d. **Empathy**
   e. Sympathy

2. NVC communication processes are grounded in: (*Select all that apply.*)
   a. confrontation
   b. **empathy**
   c. **compassion**
   d. **honesty**
   e. assertiveness

3. 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. What type of communication technique is being utilized by the nurse? (*Select all that apply.*)
   a. Bargaining
   b. **Negotiation**
   c. **Persuasion**
   d. Spiritual assessment
   e. Collective action

4. Which of the following are examples of patient privacy or security breaches? (*Select all that apply.*)
   a. Encrypted e-mail communications
   b. **Fax transmission sent to incorrect physician office**
   c. **Prescription given to patient with wrong label attached**
   d. Case management coordinator obtaining information about a patient's diagnosis
   e. Discharge summary given to patient's spouse

5. Which of the dimensions of spirituality should nurses assess for in care delivery? (*Select all that apply.*)
   a. Culture
   b. **Beliefs**
   c. **Values**
   d. **Social**
   e. **Religious**

6. Effectiveness and sustainability of change is based on the skilled communication of leadership and stakeholders endorsing the change process. What are some barriers that can interfere with change? (*Select all that apply.*)
   a. **Inwardly focused cultures**
   b. Transformational leadership
   c. **Fear of the unknown**

    d. Arrogant attitudes
    e. Safety culture

7. Transformational leadership focuses on engaging staff to become stakeholders in a shared mission and vision. Which of the following are correct statements? (*Select all that apply*.)
    a. Transformational leaders have an authoritarian style of communication.
    b. Effective transformational nurse leaders engage their staff through role modeling and mentorship of inclusion behaviors. Communicating is a process competency.
    c. Transformational leaders have a rigid bureaucratic one-way communication network.
    d. The communication of transformational leaders is focused on positive interchanges.
    e. Effective transformational leaders listen more than they talk, are open to all new ideas, and create a culture of safety.

8. Group readiness levels can be assessed in four stages. Which of the following statements is accurate regarding group readiness? (*Select all that apply*.)
    a. Members are organized and secure about their roles in the forming stage.
    b. At the forming stage, the group needs direction in defining goals.
    c. During the storming period, there is more willingness to accept the group goals.
    d. The group becomes self-managing during the norming period.
    e. During the performing period, the members willingly perform the task.

9. E-mail is a great tool for communication. When should e-mail *not* be used? (*Select all that apply*.)
    a. When you are mad.
    b. When scheduling a meeting
    c. When you are canceling or apologizing
    d. If there is any chance your words could be misunderstood
    e. When rebuking or criticizing

Chapter 09: Delegation in Nursing
Huber: Leadership & Nursing Care Management, 6th Edition

MULTIPLE CHOICE

1. The process for a nurse to direct another person to perform nursing tasks and activities is:
   a. authorization.
   b. delegation.
   c. empowerment.
   d. supervision.

2. The provision of guidance or direction, evaluation, and follow-up by the licensed nurse for accomplishment of a nursing task delegated to unlicensed assistive personnel (UAP) is:
   a. authorization.
   b. delegation.
   c. observation.
   d. supervision.

3. Individuals who are trained to help the registered nurse (RN) in the provision of patient-client care activities as delegated by and under the supervision of the RN are known as:
   a. certified assistive personnel.
   b. health care assistive personnel.
   c. medical assistive personnel.
   d. unlicensed assistive personnel.

4. When considering whether to delegate a task, the nurse needs to assess the patient and:
   a. how many nurses are available to supervise.
   b. how complex the delegated action is.
   c. the severity level of the patient population.
   d. the expiration date of the license.

5. According to the American Association of Critical-Care Nurses, there are five factors that a nurse should assess when making a decision to delegate nursing tasks. These factors are assessing the potential for harm, the complexity of the task, the amount of problem solving and innovation required, the unpredictability of the outcome, and the:
   a. amount of time that the task will take.
   b. degree of comfort the delegatee has with the task.
   c. level of patient interaction.
   d. method of measuring outcomes.

6. The five rights of delegation are right task, right circumstance, right person, right direction and communication, and right:
   a. interaction.
   b. outcome.
   c. supervision.
   d. time.

7. If an error occurs as a result of delegation, the nurse is accountable for supervision, follow-up, intervention, and:
   a. corrective action of the event.
   b. documentation of the event.

c. evaluation of the process.
d. summation of the occurrence.

8. The nurse has asked a nurse's aide to greet a postoperative patient who has just arrived on the unit and to determine whether he is in stable condition. This act of delegation is an example of a nurse inappropriately delegating:
   a. **assessment of the patient.**
   b. evaluation of an intervention.
   c. nursing judgment.
   d. teaching to a delegate.

9. If a licensed practical/vocational nurse (LPN/LVN) provides discharge teaching, who is ultimately responsible?
   a. Chief executive officer
   b. **Institution where the LPN/LVN works**
   c. Risk manager
   d. UAP

10. Being answerable to oneself and others for one's own choices, decisions, and actions as measured against a standard is:
    a. **accountability.**
    b. authority.
    c. supervision.
    d. delegation.

11. Which staff member should be assigned to a dying client who is experiencing symptoms of emotional distress?
    a. UAP who can be spared to sit with the client
    b. LPN/LVN who has grown attached to the family
    c. **RN who has experience as a hospice nurse**
    d. Newly graduated RN

12. The charge nurse is making assignments on a surgical unit. Which client should be assigned to the least experienced nurse?
    a. **Client who had a vaginal hysterectomy and still has an indwelling catheter**
    b. Client who had an open cholecystectomy and has gray drainage in the T-tube drainage tube and bag
    c. Client who had a hip replacement and stated that something popped while walking
    d. Client who had a Whipple procedure and is reporting being thirsty all the time

13. When determining that delegation of an element of patient care needs to occur, the nurse delegates with a clear, concise description of the task, including its objectives, limits, and expectations. The nurse allows the delegate to clarify without fear of repercussion. Which of the following five rights of delegation is being demonstrated?
    a. Right task
    b. Right circumstance

   c. Right person
d. Right direction/communication
   e. Right supervision/evaluation

14. Who is ultimately accountable for the appropriateness and supervision of the delegated task?
   a. The nurse who delegated the task
   b. The UAP who accepted the task
   c. The nursing manager
   d. The hospital CEO

15. Delegating requires clear and skillful _____ to avoid liability.
   a. negotiation
   b. communication
   c. corrective action
   d. planning

16. The nurse manager determines that communication style is contributing to problems with delegation on her unit. What tool is used to teach principles of communication, leadership, situation monitoring, and mutual support?
   a. American Nurses Association (ANA)
   b. Agency for Healthcare Quality and Research (AHRQ)
   c. Team Strategies and Tools to Enhance Performance and Patient Safety (TeamSTEPPS)
   d. Institute for Healthcare Improvement (IHI)

MULTIPLE RESPONSE

1. Which of the following colleagues would a nurse typically delegate to in the health care setting? (*Select all that apply.*)
   a. Nurse apprentices
   b. Personal care attendants
   c. Family members at bedside
   d. Physicians
   e. Nursing assistants

2. When making a decision to delegate a nursing task, which of the following factors are assessed? (*Select all that apply*.)
   a. Potential for harm
   b. Complexity of the task
   c. Amount of problem solving required
   d. Predictability of the outcome
   e. Level of patient interaction

3. When the licensed nurse makes a determination to delegate a task, which of the following occurs in the process? (*Select all that apply*.)
   a. The nurse assesses the situation and need for delegation.
   b. A plan for specific task delegation is established.

c. The needs of the nurse are considered.
d. The nurse determines the available resources and patient safety.
e. Accountability is transferred to the manager.

4. With regard to delegation, what organizational principles are considered? (*Select all that apply*.)
   a. Legal guidelines and policies
   b. Patient safety and accountability
   c. Relationship management and patient support
   d. Cost containment
   e. Knowledge and education

5. The legal and ethical standards to consider when questioning if delegation is appropriate include: (*Select all that apply*.)
   a. accountability
   b. good faith
   c. cost efficiency
   d. reasonable
   e. prudent

6. Which principles are important to consider when an RN delegates tasks to UAP? (*Select all that apply*.)
   a. Tasks are delegated that will challenge the UAP to use critical thinking.
   b. Assess the condition and stability of the patient.
   c. Delegate tasks that are within the expertise of the RN, particularly if the UAP is a student.
   d. Evaluate the complexity of the task.
   e. Determine the potential for harm to the patient.

7. A unit manager is utilizing her staff as a resource for educational presentations. An RN in her unit has been requested to create a PowerPoint on delegation and supervision. What resources should she include for staff to obtain additional information on delegation and supervision? (*Select all that apply*.)
   a. State nurse practice act
   b. Organization's policies and procedures
   c. The Joint Commission (TJC)
   d. American Nurses Association (ANA)
   e. Board of Registered Nursing

8. Which of the following are the responsibilities of the delegatee in a situation? (*Select all that apply*.)
   a. Corrective action
   b. Own acts
   c. Accepting the delegation
   d. Appropriate notification and reporting
   e. Accomplishing the task

9. Leadership style may be a significant barrier to effective delegation. Which of the following describes the "invincible" style? (*Select all that apply*.)

a. **Prefers to do everything themselves so as not to transfer control.**
b. Wants to be everyone's friend.
c. Comes across as a pushover.
d. **Often stays late to complete documentation.**
e. Micromanages the UAP.

10. The process of delegation may be undermined in the health care setting as one member of the team moves work in a downward direction. What are some of the reasons for delegatees to resist responsibility? (*Select all that apply*.)
   a. Lack of ability to direct
   b. **Fear of criticism for mistakes**
   c. **Overwhelming workload**
   d. **Lack of confidence**
   e. **Lack of resources**

Chapter 10: Power and Conflict
Huber: Leadership & Nursing Care Management, 6th Edition

MULTIPLE CHOICE

1. A nurse on a medical-surgical floor has been asked to join a research committee. She agrees to this request because of her great admiration for the vice president of nursing. This is an example of _____ dimension of power.
   a. dependence
   b. **relational**
   c. subversive
   d. tactical

2. A staff nurse frequently is providing positive comments to get the manager in a good mood before asking about additional vacation time. This influence tactic is known as:
   a. consultation.
   b. **ingratiation.**
   c. inspiration appeals.
   d. rational persuasion.

3. Management offers a day of pampering at a spa if nurses agree to work 3 out of 4 weekends over the summer. This type of power is known as:
   a. coercive.
   b. expert.
   c. legitimate.
   d. **reward.**

4. The nursing supervisor informs the staff that if they refuse to stay on the nursing unit and work an additional 8-hour shift, they will be reported to the state for patient abandonment. This type of power is known as:
   a. **coercive.**

b. expert.
c. legitimate.
d. reward.

5. Subunit power is derived from:
   a. being independent within the organization.
   b. **providing resources on which the organization most depends.**
   c. supplying multiple cross-trainable functions within the organization.
   d. voicing unique opinions and values within the organization.

6. A nursing manager is leading a recruitment and retention committee. She manages in a laissez-faire style. Her co-leader is a staff nurse who is very detail oriented. The nurse manager usually leads the meetings. During the meeting, the staff nurse frequently needs to interject information that has not been presented. She also creates the agenda and communicates information with other team members. This scenario depicts which type of conflict?
   a. Competitive
   b. Disruptive
   c. Organizational
   d. **Task**

7. A hospital nurse manager is involved in conflict management between two staff members. The process of collaborating occurs when:
   a. one person seeks to satisfy his/her own interests.
   b. **both sides strive to meet the interests of both parties.**
   c. a person chooses to withdraw from conflict.
   d. one party seeks to appease the other.

8. Nurses derive much of their power from being:
   a. authority figures in emergent situations.
   b. **central to the delivery of health care services.**
   c. organized through public associations.
   d. the care coordinator of the health care team.

9. A well-known talk show host presents information to a congressional committee to garner support for cancer research. This type of power refers to _____ power.
   a. coercive
   b. expert
   c. legitimate
   d. **referent**

10. _____ is an influence tactic where another person is given praise or sympathy in an effort to make the other person feel important.
    a. Assertiveness
    b. **Ingratiation**
    c. Rationality
    d. Upward appeal

11. Subunit or _____ power refers to relationships across departments.

a. vertical
b. organizational
c. horizontal
d. exertional

12. A disagreement or differences between the members of two or more groups over authority, territory, and resources is called _____ conflict.
a. intragroup
b. intergroup
c. interpersonal
d. intrapersonal

13. _____ is a personal quality that is admired in the person with referent power.
a. Problem solving
b. Authority
c. Knowledge
d. Coercive power

14. A common source of conflict in nursing occurs when the nurse wants to perform patient teaching or counseling, but there are competing priorities and the nurse has inadequate time to spend with the patient. This type of conflict is related to:
a. interpersonal conflict.
b. intergroup conflict.
c. intrapersonal conflict.
d. intragroup conflict.

MULTIPLE RESPONSE

1. Nurses must use which of these to facilitate change in health care organizations? (*Select all that apply*.)
a. Actualization
b. Authorization
c. Influence
d. Ratification
e. Power

2. What are the consequences or outcomes of nurse empowerment? (*Select all that apply*.)
a. Increased compensation and benefits
b. Decreased burnout
c. Decreased job strain
d. Increased job satisfaction and work effectiveness
e. Increased trust in the workplace

3. The Robert Wood Johnson Foundation (RWJF) and the Institute of Medicine have assessed progress made on recommendations for the future of nursing. What are the recommendations for nurses? (*Select all that apply*.)
a. Remove barriers to practice and care.

b. Maintain current leadership roles.
c. Promote diversity.
d. **Transform education.**
e. **Improve data.**

4. Which of the following are the formal dimensions of power? (*Select all that apply*.)
   a. Social aspect
   b. **Relational aspect**
   c. **Dependence aspect**
   d. Independent aspect
   e. **Sanctioning aspect**

5. Empowerment for nurses may consist of three components. Which three of the following components may help nurses become empowered to use their power for better patient care? (*Select all that apply*.)
   a. **A state in which a nurse has assumed control over his or her own practice**
   b. A social relationship between two or more people
   c. **A workplace that promotes opportunities for growth**
   d. **A nurse's sense of meaning as expressed in values and work role**
   e. Interdependence of personnel

6. What are the two major content dimensions of power? (*Select all that apply*.)
   a. **Influence**
   b. Integrity
   c. **Authority**
   d. Dominance
   e. Control

7. Which of the following statements accurately describe the varying mechanisms of power? (*Select all that apply*.)
   a. **Connection power is based on the perception that the influencer has access to powerful people or groups.**
   b. Legitimate power is based on fear.
   c. **Expert power results from expertise, special skill, or knowledge.**
   d. Information power refers to skill in making rational appeals.
   e. **Referent power is based on admiration for a person.**

8. Which of the following statements describe structural determinants of power within an organization? (*Select all that apply*.)
   a. Power is derived from independence.
   b. **Power is derived from providing resources.**
   c. Power is derived from certainty.
   d. **Power is derived from being irreplaceable.**
   e. **Power is derived from the ability to affect the decision process.**

9. Organizational change is associated with both direct and indirect costs for which leaders must be prepared. Which of the following are examples of indirect costs associated with conflict? (*Select all that apply*.)

a. **Loss of team morale**
b. **Disrupted communication**
c. Disability or stress claims
d. Decreased management productivity related to time spent resolving conflict
e. **Loss of motivation for achieving team goals**

10. The main effects of conflict are individual effects, interpersonal relationships, and organizational effects. What are some of the positive effects of conflict within an organization? (*Select all that apply*.)
a. Absenteeism
b. **Team cohesiveness**
c. Disrupted communication
d. **Stimulation of creativity and innovation**
e. **Improved quality of decisions**

11. Negotiation is a form of conflict resolution. Which of the following terms are associated with negotiation? (*Select all that apply*.)
a. **Conciliation**
b. **Distributive bargaining**
c. Arbitration
d. **Mediation**
e. Collective bargaining

12. Which of the following are factors that influence the way conflict is handled within an organization? (*Select all that apply*.)
a. **Behavioral predispositions of individuals**
b. Bureaucratic hierarchy
c. **Social pressure in the environment**
d. **Rules and procedures**
e. Position power

ATI Chapter 1

1. A nurse enters the room of a client who is on contact precautions and finds the client lying on the floor. Which of the following actions should the nurse take first?
a. call the provider
b. ask a staff member for assistance getting the client back in bed
c. inspect the client for injuries
d. instruct the client to ask for help if he needs to get out of bed

2. An RN on a medical-surgical unit is making assignments at the beginning of the shift. Which of the following tasks should the nurse delegate to the PN?
a. obtain vital signs for a client who is 2 hr postprocedure following a cardiac catheterization
b. administer a unit of packed red blood cells to a client who has cancer
c. instruct a client who is scheduled for discharge in the performance of wound care
d. develop a plan of care for a newly admitted client who has pneumonia

3. A PN ending her shift reports to the RN that a newly hired AP has not calculated the intake and output for several clients. Which of the following actions should the RN take?
   a. complete an incident report
   b. delegate this task to the PN
   c. ask the AP if she needs assistance
   d. notify the nurse manage
4. A nurse manager is developing an orientation plan for newly licensed nurses. Which of the following information should the manager include in the plan?
   a. skill proficiency
   b. assignment to a preceptor
   c. budgetary principles
   d. computerized charting
   e. socialization into unit culture
   f. facility policies and procedures
5. A nurse manager is providing information about the audit process to members of the nursing team. Which of the following information should the nurse manager include? (select all that apply)
   a. a structure audit evaluates the setting and resources available to provide care
   b. an outcome audit evaluates the results of the nursing care provided
   c. a root cause analysis is indicated when a sentinel event occurs
   d. retrospective audits are conducted while the client is receiving care
   e. after data collection is completed, it is compared to a benchmark
6. A nurse is participating in a quality improvement study of a procedure frequently performed on the unit. Which of the following information will provide data regarding the efficacy of the procedure?
   a. frequency with which procedure is performed
   b. client satisfaction with performance of procedure
   c. incidence of complications related to procedure
   d. accurate documentation of how procedure was performed
7. A nurse is hired to replace a staff member who has resigned. After working on the unit for several weeks, the nurse notices that the unit manager does not intervene when there is conflict between team members, even when it escalates. Which of the following conflict resolution strategies is the unit manager demonstrating?
   a. avoidance
   b. smoothing
   c. cooperating
   d. negotiating

ATI Chapter 2

A nurse is preparing to transfer an older adult client who is 72hr postoperative from a surgical procedure to a long-term care facility. Which of the following should the nurse include in the transfer report? (select all that apply)
A. Type of anesthesia used

B. Advance directives status
C. Vital signs on day of admission
D. Medical diagnosis
E. Need for special equipment

A nurse is participating in an interprofessional conference for a client who has a recent C6 spinal cord injury. The client worked as a construction worker prior to his injury. Which of the following members of the interprofessional team should also participate in planning care for this client? (select all that apply)
A. Physical therapist
B. Speech therapist
C. Occupational therapist
D. Psychologist
E. Vocational counselor

A nurse manager is working with a committee of nurses whose task is to update the policies for new employee orientation. The nurse manager directs the team to collect as much data as possible and recommend several options. Which of the following decision- making styles is being demonstrated by the nurse manager?
A. Decisive
B. Flexible
C. Hierarchical
D. Integrative

A nurse who has just assumed the role of unit manager is examining her skills in interprofessional collaboration. Which of the following actions support interprofessional collaboration? (select all that apply)
A. Use aggressive communication when addressing the team
B. Recognize the knowledge and skills of each member of the team
C. Ensure that a nurse is assigned to serve as the group facilitator for all interdisciplinary meetings
D. Encourage the client and family to participate in the team meeting
E. Support team member request for referral

A nurse on a telemetry unit is caring for a client who was admitted 2hr ago has chest pain. The client becomes angry and tells the nurse that there is nothing wrong with him and that he is going home immediately. The nurse should base her actions on which of the following? (select all that apply)

A. Notify the client's family of his intent to leave the facility.
B. Document that the client left the facility against medical advice (AMA)
C. Explain to the client the risks involved if he chooses to leave
D. Ask the client to sign a form relinquishing responsibility of the facility
E. Prevent the client from leaving the facility until the provider arrives