Introduction to Health Care Management 5th edition Buchbinder Test Bank

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Import Settings:
Base Settings: Brownstone Default
Information Field: Complexity
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Highest Answer Letter: E
Multiple Keywords in Same Paragraph: No

Chapter: Chapter 1 - Quiz

Multiple Choice

1. Which of the following is an example of a non-direct care setting?
A) Insurer
B) Physician practice
C) Assisted living facility
D) Public health department
E) All of these are correct
Ans: A
Complexity: Easy
Ahead: Introduction
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Direct care settings provide care directly to a patient; non-direct care settings are not directly involved in providing care to persons needing health services.

2. Employment of medical and health services managers is expected to change by what percentage between 2022 and 2032?
A) Plus 28.4 percent
B) Plus 50 percent
C) Minus 10 percent
D) Plus 12 percent
E) Minus 12 percent
Ans: A
Complexity: Easy
Ahead: Introduction
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Plus 28.4 percent from 2022 to 2032, faster than the average for all occupations.

3. The internal domain of health care management includes which of the following?
A) Community demographics
B) Regulations
C) Budgeting

D) Managed care organizations/insurers
E) Competitors
Ans: C
Complexity: Moderate
Ahead: The Need for Managers and Their Perspectives
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Table 1-2. Domains of Health Services Administration

4. The external domain of health care management includes which of the following?
A) Staffing
B) Quality services
C) Physician relations
D) Patient satisfaction
E) Medicare/Medicaid
Ans: E
Complexity: Easy
Ahead: The Need for Managers and Their Perspectives
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Table 1-2. Domains of Health Services Administration

5. What is the relationship of organizational mission, values, and vision?
A) Vision shapes mission
B) Mission shapes values that shape vision
C) Values shape mission that shapes vision
D) Goals shape mission and values
E) None these is correct
Ans: C
Complexity: Difficult
Ahead: Role of the Manager in Establishing and Maintaining Organizational Culture
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Culture is shaped by the values, mission, and vision for the organization. Values are principles the organization believes in and shape the organization's purpose, goals, and day-to-day behaviors. Adopted values provide the foundation for the organization's activities and include such principles as respect, quality service, and innovation.

6. Which function refers to the setting of reporting and responsibility relationships within a manager's unit?
A) Controlling
B) Organizing
C) Staffing
D) Planning
E) Decision making
Ans: B
Complexity: Moderate
Ahead: Management: Definition, Functions, and Competencies
Subject: Chapter 1
Title: An Overview of Health Care Management

Rationale: Organizing refers to the overall design of the organization or the specific division, unit, or service for which the manager is responsible. Furthermore, it means designating reporting relationships and intentional patterns of interaction.

7. Which function refers to acquiring and retaining human resources?
A) Controlling
B) Planning
C) Staffing
D) Organizing
E) Decision making
Ans: C
Complexity: Moderate
Ahead: Management: Definition, Functions, and Competencies
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Staffing refers to acquiring and retaining human resources. It also refers to developing and maintaining the workforce through various strategies and tactics.

8. Compared to senior managers, lower-level managers have:
A) more authority.
B) the same authority.
C) less authority.
D) authority that depends on experience.
E) authority that depends on education.
Ans: C
Complexity: Easy
Ahead: Management Positions: The Control in the Organizational Hierarchy
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: The hierarchy of management means that authority, or power, is delegated downward in the organization, and lower-level managers have less authority than higher-level managers, whose scope of responsibility is much greater.

9. Which of the following is the most commonly used organizational structure?
A) Matrix, or team-based
B) Service line management
C) Functional
D) Divisional
E) None these is correct
Ans: C
Complexity: Easy
Ahead: Management Positions: The Control in the Organizational Hierarchy
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: The most common organizational structure for health care organizations is a functional organizational structure, whose key characteristic is a pyramid-shaped hierarchy that defines the functions carried out and the key management positions assigned to those functions (see Figure 1-3).

10. Which competency involves the ability to critically analyze and solve complex problems?
A) Conceptual
B) Interpersonal
C) Technical
D) Conceptual and interpersonal
E) Interpersonal and technical
Ans: A
Complexity: Moderate
Ahead: Management: Definition, Functions, and Competencies
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Katz (1974) identified key competencies of the effective manager, including conceptual, technical, and interpersonal skills. Conceptual skills are those skills that involve the ability to critically analyze and solve complex problems. Examples: a manager conducts an analysis of the best way to provide a service or determines a strategy to reduce patient complaints regarding food service.

11. Which competency reflects expertise or ability to perform a specific work task?
A) Conceptual
B) Interpersonal
C) Technical
D) Conceptual and interpersonal
E) Interpersonal and technical
Ans: C
Complexity: Moderate
Ahead: Management: Definition, Functions, and Competencies
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Katz (1974) identified key competencies of the effective manager, including conceptual, technical, and interpersonal skills. Technical skills are those skills that reflect expertise or ability to perform a specific work task. Examples: a manager develops and implements a new incentive compensation program for staff or designs and implements modifications to a computer-based staffing model.

12. Which of the following best describes an organization's mission?
A) Goals
B) Desired future state
C) Values
D) Purpose
E) Ownership
Answer: D
Complexity: Easy
Ahead: Role of the Manager in Establishing and Maintaining Organizational Culture
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: The mission of the organization is its fundamental purpose, or what the organization seeks to achieve.

13. Larger organizations are more likely to have all of the following *except*:
A) vertical structure.
B) formal chain of command.

C) larger span of control.
D) informal chain of command.
E) vertical structure and formal chain of command.
Ans: D
Complexity: Difficult
Ahead: Management Positions: The Control in the Organizational Hierarchy
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Larger organizations will likely have deep vertical structures reflecting varying levels of administrative control for the organization. This structure is necessary due to the large scope of services provided and the corresponding vast array of administrative and support services that are needed to enable the delivery of clinical services. Other characteristics associated with this functional structure include a strict chain of command and line of reporting, which ensure communication and assignment and evaluation of tasks are carried out in a linear command and control environment. This structure offers key advantages, such as specific divisions of labor and clear lines of reporting and accountability.

14. Which of the following best describes employee engagement?
A) Employee interpersonal skills
B) Employee positive attitude
C) Employee motivation and commitment to the organization
D) Employee focus on completing their job
E) All of these are correct
Answer: C
Complexity: Easy
Ahead: Role of the Manager in Talent Management
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: One of the critical responsibilities of managers in talent management is promoting employee engagement, which describes the motivation and commitment of staff to contribute to the organization.

15. Management innovation refers to improving which of these?
A) Management thinking
B) Decision making
C) How operational activities get accomplished
D) How the work of management gets done
E) All of these are correct
Ans: D
Complexity: Moderate
Ahead: Role of the Manager in Innovation and Change Management
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Management innovation addresses the organization’s management processes as the practices and routines that determine how the work of management gets conducted on a daily basis. These include such practices as internal communications, employment assessment, project management, and training and development.

16. Which of the following best describes organizational culture?
A) Orientation of new employees
B) Senior management’s vision for the organization
C) The mission of the organization

D) Beliefs, values, and behaviors that characterize the organization
E) All of these are correct
Ans: D
Complexity: Moderate
Ahead: Role of the Manager in Establishing and Maintaining Organizational Culture
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Every organization has a distinct culture, known as the beliefs, attitudes, and behavior that are shared among organizational members. Organizational culture is commonly defined as the character, personality, and experience of organizational life, i.e., what the organization really "is" (Scott et al., 2003).

17. Which of the following leadership development activities addresses learning and personal growth of aspiring leaders as assisted by senior managers?
A) Job enlargement
B) 360-degree feedback
C) Mentoring
D) All of these are correct
E) None these is correct
Ans: C
Complexity: Moderate
Ahead: Role of the Manager in Leadership Development and Succession Planning
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Leadership development is defined as educational interventions and skill-building activities designed to improve the leadership capabilities of individuals (Kim & Thompson, 2012; McAlearney, 2005). Mentoring: Formal methods used by the organization for matching aspiring leaders with mid-level and senior executives to assist in their learning, as well as professional and personal growth (Garman, 2010; Landry & Bewley, 2010)

18. Which of the following best describes a dashboard?
A) A way to measure organizational performance
B) Side panels in an automobile
C) Usually seen in winter
D) An Olympic event
E) None these is correct
Ans: A
Complexity: Moderate
Ahead: Role of the Manager in Ensuring High Performance
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Many health care organizations today use varying methods of measuring and reporting the performance measurement process. Common methods include developing and using dashboards—balanced scorecards that allow for a quick interpretation of organizational performance across a number of key measures (Curtright et al., 2000; Pieper, 2005).

19. Which of the following best describes succession planning?
A) Planning a career path in an organization
B) Celebration of an organization's success
C) A concept that is not important anymore

D) An approach to replace managers who retire or move up
E) None these is correct
Answer: D
Complexity: Moderate
Ahead: Role of the Manager in Leadership Development and Succession Planning
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Succession planning refers to the concept of taking actions to ensure staff can move up in management roles within the organization to replace those managers who retire or move to other opportunities in other organizations.

20. Which of these describes standards of behavior?
A) Goals of the organization
B) Expectations for conduct for all employees
C) Organizational performance targets
D) Organizational mission
E) None these is correct
Answer: B
Complexity: Moderate
Ahead: Role of the Manager in Establishing and Maintaining Organizational Culture
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Title: An Overview of Health Care Management
Rationale: Increasingly, organizations are establishing codes of conduct or standards of behavior that all employees must follow (Studer, 2003). These standards of behavior align with the values, mission, and vision.

21. Health care policy is:
A) taken care of by someone other than a manager.
B) not the business of a manager—they mind budget.
C) every health care manager's job.
D) taken care of by someone other than a manager and not the business of a manager—they mind budget.
E) Not the business of a manager—they mind budget and every health care manager's job.
Ans: C
Complexity: Moderate
Ahead: Role of the Manager in Health Care Policy
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: One of the critical areas for managing the external world is to be knowledgeable about health policy matters under consideration at the state and federal levels that affect health care organizations and health care delivery. This is particularly true for senior-level managers. This awareness is necessary to influence policy in positive ways that will help the organization and limit any adverse impacts.

22. Which of these describes self-management?
A) Managing time and information
B) Being responsive
C) Keeping current
D) All of these are correct
E) None these is correct
Ans: D

Complexity: Difficult
Ahead: Focus of Management: Self, Unit/Team, and Organization
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Managers must be able to effectively manage themselves. This means managing time, information, space, and materials; being responsive and following through with peers, supervisors, and clients; maintaining a positive attitude and high motivation; and keeping a current understanding of management techniques and substantive issues of health care management.

23. Effective change management requires that managers do which of these?
A) Focus on management innovation.
B) Identify performance gaps by routinely assessing operational activities and performance.
C) Delegate supervision of change management to staff.
D) Resist change and focus on the status quo.
E) None these is correct.
Ans: B
Complexity: Moderate
Ahead: Role of the Manager in Innovation and Change Management
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Organizational change, or change management, is related to but different from innovation. Organizational change is a structured management approach to improving the organization and its performance. Knowledge of performance gaps is a necessary prerequisite to change management, and managers must routinely assess their operational activities and performance and make adjustments in the work structure and processes to improve performance (Thompson, 2010).

24. Research on leadership development programs shows that leadership development programs achieve all of the following *except*:
A) enhance skills of staff.
B) reduce staff turnover.
C) improve efficiency in educational program offerings.
D) increase staff engagement.
E) reduce staff absenteeism.
Ans: E
Complexity: Difficult
Ahead: *Opportunities for Research on Health Care Management*
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Understanding leader practices in developing their staff and preparing lower-level managers for leadership roles has been a common research focus. Leadership development programs have been examined in terms of their structure and impact. McAlearney (2008) surveyed health care organizations and key informants to determine the availability of leadership development programs and their role in improving quality and efficiency, and found these programs enhanced the skills and quality of the workforce, improved efficiency in educational development, and reduced staff turnover.

25. Health care management as a profession is characterized by all of the following *except*:
A) education.
B) knowledge.
C) values.
D) skills.

E) roles.
Ans: E
Complexity: Difficult
Ahead: Introduction
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Health care management is characterized by formal education and training, common values, specialized knowledge and skills, professional development, credentialing, and continuing education.

26. To ensure a positive patient experience, a manager should do which of the following?
A) Understand all interactions between a patient and the organization.
B) Understand and meet patient needs and expectations.
C) Create a comfortable physical environment for receiving care.
D) None these is correct
E) All of these are correct
Ans: E
Complexity: Moderate
Ahead: Role of the Manager in Ensuring a Positive Patient Experience
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: The patient experience is defined as “the sum of all interactions, shaped by an organization’s culture, that influence patient perceptions across the continuum of care” (Beryl Institute, 2018, para.1). Managers also need to understand the needs and expectations of patients. Patients want to be informed, respected, supported, and treated in a courteous and friendly way with empathy and compassion. Managers need to focus on and improve the physical environment of care, which promotes access, comfort, and convenience for patients (Birkelien, 2017).

27. Recent research in health care management focuses on which of these?
A) Organizational best practices and leader behaviors
B) Organizational failures
C) Mentoring
D) Succession planning
E) None these is correct
Ans: A
Complexity: Difficult
Ahead: Opportunities for Research on Health Care Management
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Two key focal areas are the subject of current research in health care management: best practices of managers and leaders, and leader behaviors. p. 1--

28. Which of the following is *not* an alternative non-direct care company?
A) Nutrition tracking company
B) Wearable device company
C) Medical equipment supply company
D) Personal health coaching company
Ans: C
Complexity: Moderate
Ahead: Introduction
Subject: Chapter 1

Title: An Overview of Health Care Management
Rationale: Traditional non-direct care settings include durable medical equipment suppliers, medical device sales, health care accountants and auditors, compliance officers, marketing firms, medical billing and revenue recovery companies, pharmaceutical and health insurance companies—including state, local and federal ones, nutrition and fitness firms, big data analytic and population health management companies, consulting firms, and associations. Alternative non-direct care settings now include using consumer items and companies for nutrition tracking, wearable devices, and personal coaching.

Multiple Response

1. Health care managers influence which of the following in the population health and consumer industry? (Choose all that apply)
A) Strategy
B) Medical care
C) Collaboration
D) All of these are correct
Ans: A and B
Complexity: Difficult
Ahead: The Need for Managers and Their Perspectives
Subject: Chapter 1
Title: An Overview of Health Care Management
Rationale: Ultimately, decisions made by an individual manager impact the organization’s overall performance. When thinking about the population health and consumer industry, this is especially important due to the influence a health care manager can have on strategy and collaboration.