Management of Healthcare Organizations An Introduction 3rd edition Olden Test Bank

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1. True or false: In order to control performance, managers should first measure performance.

a. True
*b. False

2. The three dimensions of performance developed by Donabedian are _____.

a. systems, procedures, and outputs
b. primary, secondary, and tertiary
*c. structure, process, and outcome
d. implementation, review, and reimplementation

3. True or false: Problems related to the quality of healthcare are mostly due to individual mistakes by employees rather than organizational systems and management.

a. True
*b. False

4. The targets managers use to measure performance should be based on which of the following?

a. External factors and internal factors
b. Internal factors and stakeholders
c. Stakeholders and external factors
*d. All of the above

5. Managers use a _____ to show performance data trends, such as trends for customers' tweets.

a. tabular report
*b. line graph (also called a run chart)
c. pie chart
d. bar graph (also called a bar chart)

6. Managers use a _____ to show and compare performance data, such as performance data for multiple patient care units.

a. control chart
b. line graph (also called a run chart)
c. pie chart
*d. bar graph (also called a bar chart)

7. Managers use a _____ to show how all performance data are divided into data categories—for example, how all patient complaints are divided into five categories of complaints.

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a. control chart
b. line graph (also called a run chart)
*c. pie chart
d. bar graph (also called a bar chart)

8. Managers use a _____ to show actual performance data and trends, such as rejected claims, compared to performance standards, including the range of normal performance.

*a. control chart
b. line graph (also called a run chart)
c. pie chart
d. bar graph (also called a bar chart)

9. Balanced scorecards present a balanced view of an organization and typically include which of the following measures?

*a. Customer service and internal business processes
b. Internal business processes and competitive advantage
c. Competitive advantage and customer service
d. All of the above

10. The _____ enables managers to identify, arrange, and analyze the tasks, activities, and steps required in sequence to transform inputs into outputs and thereby accomplish a specific outcome.

a. cause-and-effect diagram (also called fishbone diagram)
*b. process map (also called flowchart)
c. PDCA cycle
d. three-step control method

11. A manager would correctly perform root cause analysis by repeatedly asking which of these questions?

a. Who?
b. What?
*c. Why?
d. All of the above

12. The Six Sigma quality management program strives to eliminate defective products and services by using which of these methods?

*a. Eliminating variation in systems and processes
b. Not allowing more than 3.4 defects, problems, or errors per 100 opportunities
c. Cutting costs to save money
d. All of the above

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13. Lean production tries to design work processes to reduce waste, increase efficiency, and produce more value for customers. This is done using all of the following *except* what?

a. Value stream mapping
b. Vision, purpose, and goals that guide change and improvement
c. Standardization of how work is done
*d. The saying "If it isn't broken, don't fix it"

14. Which of the following is *not* one of the characteristics found in high reliability organizations?

a. Preoccupation with failure
*b. Deference to authority
c. Reluctance to simplify
d. Sensitivity to operations

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1. _____ is the process of getting things done through and with people.

a. Human relations
b. Bureaucracy
*c. Management
d. Planning

2. Frederick Taylor was a pioneer in scientific management who helped improve how _____.

a. organizations functioned
b. departments coordinated their work
c. managers communicated
*d. workers performed jobs

3. The development of administrative theory by Fayol was important for improving _____.

*a. entire organizations
b. departmental goals
c. manual labor jobs
d. motivation of workers

4. Mayo and the Hawthorne studies in the 1920s and 1930s led to which of the following approaches in management?

a. Bureaucratic approach
*b. Human relations approach
c. Management approach
d. Social/psychological approach

5. Which of the following is *not* one of the five fundamental management functions identified by Gulick and Urwick?

a. Organize
b. Plan
c. Staff
*d. Communicate

6. True or false: Management should be thought of as a cycle rather than a straight-line process.

*a. True
b. False

7. True or false: Historically, the use of bureaucratic principles has not been useful for work and organizations.

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a. True
*b. False

8. A set of interrelated parts that function as a whole to achieve a common purpose is known as _____.

a. an organization
b. a machine
*c. a system
d. a network

9. The open systems approach supports which of these statements?

a. Managers do not have to be open to new ideas and innovations.
*b. An organization is affected by and must interact with its external environment.
c. Open door management works well in healthcare organizations.
d. None of the above

10. There is no one best way to organize the structure of an organization, as discovered by management pioneer Joan Woodward and others. Which theory makes this point?

*a. Contingency theory
b. Institutional theory
c. Administrative theory
d. Structure theory

11. Which of these is *not* a skill that Robert Katz said managers use?

a. Technical skill
*b. Informational skill
c. Human skill
d. Conceptual skill

12. According to institutional theory, an organization may comply with obligations of the external environment even though compliance would make the organization less efficient.

*a. True
b. False

13. Mintzberg studied roles that managers perform and found that managers _____.

a. performed roles in a routine sequence one at a time
b. often specialized in their two or three most effective roles

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*c. used decisional, informational, and interpersonal roles
d. preferred roles that involve authority and power

14. True or false: Managers have their personal differences, yet they all manage the same way.

a. True
*b. False