Leadership Roles and Management Functions in Nursing - Theory and Application 11th edition Huston Test Bank

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Test Generator Questions, Chapter 2, Classical Views of Leadership and Management

1. Which list represents the management functions that are incorporated into the management process?
A) Planning, directing, organizing, staffing, and transforming
B) Planning, organizing, staffing, directing, and controlling
C) Inspiring, planning, staffing, directing, and evaluating
D) Organizing, staffing, planning, empowering, and controlling

Answer: B

Rationale: Management functions include planning, organizing, staffing, directing, and controlling. These are incorporated into what is known as the management process. Inspiring, empowering, and transforming are more often associated with a leadership role.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Nursing Concepts: Leadership & Management, Professional Behaviors
Integrated Process: Nursing Process
Cognitive Level: Remember
Difficulty: Easy
Learning Objective: 3
Reference: 47, Key Concepts

2. The manager of a care facility advocates traditional management science. What is this manager **most** likely to prioritize?
A) Ensuring that workers are satisfied in their roles
B) Identifying and addressing barriers to efficiency

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C) Empowering workers to make decisions independently
D) Providing rewards for exceptional caring

Answer: B

Rationale: Classical, or traditional, management science focuses on production in the workplace and on delineating organizational barriers to productivity and efficiency. Little attention is given to workers' job satisfaction, and they are assumed to be motivated solely by economic rewards. This management style tends to be more authoritarian than empowering. Rewards are more likely to be conferred on workers who increase efficiency rather than those who exemplify psychosocial concepts, such as caring.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Analyze
Difficulty: Moderate
Learning Objective: 5
Reference: 47, Key Concepts

3. Caregivers at a public health center believe that their manager adheres to Theory X. What action by the manager **best** confirms this suspicion?
A) The manager collaborates with senior staff to set quarterly goals for the center.
B) The manager insists on accompanying nurses to community events and observes them closely.
C) The manager is difficult to access when there is a problem or crisis in the center.
D) The manager allocates rewards based on the outcomes of nurses' work.

Ans: B

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Rationale: Theory X managers believe that their employees are basically lazy, need constant supervision and direction, and are indifferent to organizational needs. Close scrutiny of nurses' performance would suggest this perspective. Being inaccessible during a crisis is an undesirable trait in a manager, but this does not directly suggest a Theory X perspective. Collaboration and the distribution of rewards would be more closely associated with a Theory Y approach, which is more optimistic.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Analyze
Difficulty: Moderate
Learning Objective: 5
Reference: 38, Human Relations Management (1930 to 1970)

4. Accreditors are scheduled to visit a hospital site, and staff members have been made aware of what they will be assessing. What staff behavior would **most** clearly suggest the presence of the Hawthorne effect?
A) The nurses consciously improve their performance because they know it is being scrutinized.
B) The nurses avoid contact with the accreditors because they fear criticism.
C) The manager blames individual nurses for deficits identified in the accreditation report.
D) The manager temporarily adopts a leadership role.

Answer: A

Rationale: The Hawthorne effect means that people respond to the fact that they are being studied, attempting to increase whatever behavior they feel will continue to warrant the attention. Avoiding scrutiny and blame shifting do not demonstrate this

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effect of performance improvement, nor does adopting a leadership role on a temporary basis, which may or may not be seen as beneficial.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Health Care Organizations, Patient-Centered Care
Cognitive Level: Analyze
Difficulty: Moderate
Learning Objective: 2
Reference: 38, Human Relations Management (1930 to 1970)

5. The manager at a long-term care facility has intervened in a conflict between two staff members about the timing and length of lunch and coffee breaks. What management function is this manager demonstrating?
A) Planning
B) Organizing
C) Directing
D) Evaluating

Answer: C

Rationale: Directing entails human resource management responsibilities, such as motivating, managing conflict, delegating, communicating, and facilitating collaboration. Planning encompasses determining philosophy, goals, objectives, policies, procedures, and rules; carrying out long- and short-range projections; determining a fiscal course of action; and managing planned change. Organizing includes establishing the structure to carry out plans, determining the most appropriate type of client care delivery, and grouping activities to meet unit goals. Evaluation is not one of the five specific functions in the management process.

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Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concept: Leadership & Management
Cognitive Level: Apply
Difficulty: Moderate
Learning Objective: 4
Reference: 36, Management Functions Identified

6. A manager demonstrates one of the four principles of scientific management when he or she:
A) shows an interest in employees' personal lives and emotional health.
B) engages in lifelong learning and expects employees to do the same.
C) allows employees to do their jobs independently, with minimal oversight.
D) hires and promotes employees on the basis of their competence and skills.

Answer: D

Rationale: Frederick W. Taylor, the "father of scientific management," had the idea that workers should be hired, trained, and promoted based on their competence and abilities. Scientific management does not emphasize relationships between managers and employees, lifelong learning, or high levels of independence for workers.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Apply
Difficulty: Difficult
Learning Objective: 1, 2

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Reference: 35, Scientific Management (1900 to 1930)

7. What aspect of the way that work is organized on a nursing unit **best** reflects the management theories of Max Weber?
A) A committee that includes employees and managers has been established to plan the work on the unit.
B) The hierarchy of authority and the policies and procedures on the unit are clearly posted.
C) Quarterly awards are granted to employees who have demonstrated exceptional service.
D) Employees are allowed to self-schedule their vacation time and must work out any conflicts on their own.

Answer: B

Rationale: Weber saw the need for legalized, formal authority and consistent rules and regulations for personnel in different positions. Clear expectations around authority and processes reflect Weber's beliefs. Weber did not emphasize collaborative decision making, using awards to incentivize work, or autonomy in workers' decision making.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Analyze
Difficulty: Difficult
Learning Objective: 1, 2, 6
Reference: 35, Scientific Management (1900 to 1930)

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8. The clinic leader tends to make decisions independently and closely supervises and controls the practice of the nurses at the clinic. What type of leadership is being exemplified?
A) Authoritarian
B) Democratic
C) Laissez-faire
D) Contingency

Answer: A

Rationale: Authoritarianism is associated with strong control and decision making that does not involve others. Democratic leadership emphasizes broad participation in decision making, and a laissez-faire approach is highly permissive with low control. A contingency approach emphasizes the need for flexibility in leadership, not high control and centralized decision making.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Clinical Decision Making, Nursing Process, Leadership & Management
Cognitive Level: Analyze
Difficulty: Easy
Learning Objective: 8
Reference: 41, Behavioral Theories (1940 to 1980)

9. How can a manager **best** implement the principles of situational or contingency leadership theory?
A) By establishing rules and norms that can be applied in all conditions in the organization
B) By avoiding punitive consequences when addressing workers' lack of performance

C) By deferring to employees for day-to-day management decisions
D) By adapting their leadership style to a particular circumstance

Answer: D

Rationale: The idea that leadership style should vary according to the situation or the individuals involved was **first** suggested almost 100 years ago by Mary Parker Follett and is central to contingency (situational) leadership. This model of leadership does not emphasize workers' autonomy in decision making rigid rules and norms or the avoidance of consequences.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Apply
Difficulty: Moderate
Learning Objective: 11, 12
Reference: 43, Situational and Contingency Leadership Theories (1950 to 1980)

10. Which statement **best** depicts leadership?
A) Strong leaders can coerce people into following them.
B) A leadership position has a narrower scope than a management position.
C) People will follow a person in a leadership position by choice.
D) Leadership requires meeting organizational goals.

Answer: C

Rationale: Those individuals who choose to follow a leader do so by choice, not because they have to; "followership" cannot be coerced. Leadership is a much broader

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concept than management, which implies a more specific and finite role. Leadership is not necessarily dependent on meeting organizational goals.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Understand
Difficulty: Easy
Learning Objective: 4
Reference: 39, Leadership

11. What characteristic of a nurse-manager suggests that they are acting in the role of a traditional manager rather than an integrated leader-manager?
A) The manager is conscious of the important role of politics and is politically astute.
B) The manager has an outward view, extending to the larger organization.
C) The manager's influence is limited to their own group.
D) The manager emphasizes the importance of vision and values.

Answer: C

Rationale: Traditional managers influence those in their own groups, whereas integrated leaders influence others beyond their own group. Political astuteness, an outward view, and an emphasis on vision and values are all characteristics of an integrated leader-manager.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Analyze

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Difficulty: Difficult
Learning Objective: 7, 9
Reference: 46, Integrating Leadership Roles and Management Functions

12. What statement by a leader **most** clearly demonstrates the Great Man theory of leadership?
A) "Leadership is grounded in close, supportive relationships."
B) "Leadership and management are two different manifestations of one skill set."
C) "Some people are born to lead, and some are born to be led."
D) "Leadership can't exist without earning people's respect."

Answer: C

Rationale: The Great Man theory purports that some people are born to lead and some are born to follow. This early theory of leadership does not emphasize the role of relationships or earning the respect of others. This theory does not state that leadership and management are a synonymous skill set.
Format: Multiple Choice
Chapter: 02
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concept: Leadership/Management, Health Care Organizations
Cognitive Level: Analyze
Difficulty: Moderate
Learning Objective: 01
Reference: 40, The Great Man Theory/Trait Theories (1900 to 1940)

13. A nurse-manager has recently been accused of assigning work unequally. The manager has recognized the need to revise the process for assigning work to nurses. How can the manager **best** apply the principles of Theory Z?

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A) Making a decision independently and imposing it on the nurses
B) Gathering input from employees in order to reach a consensus
C) Making a decision based on the pros and cons of each option
D) Identifying as many different alternatives as possible

Answer: B

Rationale: The characteristics of Theory Z include consensus decision making. Autocratic decision making, formal analysis of pros and cons, and maximizing the number of alternatives are not major characteristics of this leadership theory.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concept: Leadership & Management, Ethics, Legal Issues
Cognitive Level: Apply
Difficulty: Difficult
Learning Objective: 7
Reference: 43, Interactional Leadership Theories (1970 to Present)

14. The nurse who manages an ambulatory clinic is well known as being a visionary leader who is skilled at empowering others with this vision. What type of leader is this nurse?
A) Transactional
B) Transformational
C) Interactional
D) Bureaucratic

Answer: B

Rationale: Transformational leadership is characterized by the presence of a vision. Transformational leaders impart this to others, creating a collective purpose. The traditional manager, concerned with the day-to-day operations, is termed a transactional leader. Transactional leaders are not typically known as being visionaries. Bureaucratic leaders are focused on functions and processes, not vision. The basic premise of interactional theory is that leadership behavior is generally determined by the relationship between the leader's personality and the specific situation; vision is not a central focus.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Understand
Difficulty: Easy
Learning Objective: 11
Reference: 45, Transactional and Transformational Leadership

15. A nurse-leader has set a goal of becoming a more transformational leader. What outcome will **best** indicate progress toward achieving this goal?
A) The nurse maximizes efficiency when allocating scarce resources.
B) The nurse's subordinates demonstrate respect and loyalty.
C) The nurse empowers others to reach their full potential.
D) The nurse provides praise for good work performance.

Answer: C

Rationale: Transformational leadership is characterized by empowering others and instilling them with vision. Transactional leadership is more management oriented and includes functions around rewarding performance and allocating resources. Transactional and transformational leadership can both result in loyalty and respect.

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Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Apply
Difficulty: Moderate
Learning Objective: 11
Reference: 45, Table 2.2 Transactional and Transformational Leaders

16. In an introductory meeting, the new nurse-manager indicates that her management style is based on the human relations approach. The staff identify this to incorporate which of the following?
A) Engaging workers in decision making
B) Applying laissez-faire leadership
C) Focusing primarily on processes
D) Withdrawing raises from workers who are unproductive

Answer: A

Rationale: The human relations era of management science emphasized concepts of participatory and humanistic management in which participative management was espoused. A manager with a human relations approach includes workers in decision making. This leadership style is more democratic but is not characterized as laissez-faire. The focus is on "the human element" and not just the processes. Punitive actions are not central to human relations management.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concept: Leadership & Management

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Cognitive Level: Apply
Difficulty: Moderate
Learning Objective: 5
Reference: 38, Human Relations Management (1930 to 1970)

17. A nurse oversees the care of a hospital unit in the role of an integrated leader-manager. What characteristics should this nurse exhibit? Select all that apply.
A) The nurse describes herself as an "inward thinker."
B) The nurse's thinking includes long-term issues.
C) The nurse consciously attempts to motivate the employees.
D) The nurse has influence that goes beyond her own group.
E) The nurse is always conscious of political realities.

Answer: B, C, D, E

Rationale: Gardner asserted that integrated leader-managers possess six distinguishing traits: they influence others beyond their own group; they emphasize vision, values, and motivation; they think longer term; they look outward, toward the larger organization; they are politically astute; and they think in terms of change and renewal.
Format: Multiple Select
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concept: Leadership & Management
Cognitive Level: Apply
Difficulty: Moderate
Learning Objective: 13
Reference: 46, Integrating Leadership Roles and Management Functions

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18. The nurse-manager of a community clinic is applying the principles of interactional leadership when addressing a challenging situation. What variables should the nurse prioritize when applying this model of leadership? Select all that apply.
A) The characteristics of the nurse-manager's personality
B) The financial resources available to the nurse
C) The consequences of failure
D) The factors that motivate the employees of the clinic
E) The specifics of the clinical challenge that the nurse is addressing

Answer: A, E

Rationale: The basic premise of interactional theory is that leadership behavior is generally determined by the relationship between the leader's personality and the specific situation. The nurse would not ignore other variables, such as finances, employee motivation, and the risks for failure, but these are not the central considerations in the model of interactional leadership.
Format: Multiple Select
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Apply
Difficulty: Difficult
Learning Objective: 11
Reference: 43, Interactional Leadership Theories (1970 to Present)

19. The nurse-manager of the perioperative department is attempting to apply the full-range leadership model (FRLM) when overseeing the department. The nurse should attempt to integrate what types of leadership? Select all that apply.
A) Laissez-faire
B) Scientific

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C) Autocratic
D) Transactional
E) Transformational

Answer: A, D, E

Rationale: The FRLM integrates the principles of laissez-faire, transactional, and transformational leadership. This model does not emphasize practices associated with autocratic leadership. Scientific management is an antiquated model of management that was influential in the early 20th century, not in contemporary models of leadership such as FRLM.
Format: Multiple Select
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Apply
Difficulty: Moderate
Learning Objective: 12
Reference: 46, Full-Range Leadership Model/Theory

20. The manager of a busy emergency department is primarily concerned with the practical, day-to-day operations of the department. This manager is **most** clearly demonstrating what type of leadership?
A) Transactional
B) Transformational
C) Interactional
D) Bureaucratic

Answer: A

Rationale: The traditional manager, concerned with the day-to-day operations, is termed a transactional leader. Transformational leadership prioritizes long-term vision and empowerment. Bureaucratic leadership emphasizes rules and regulations, whereas interactional leadership focuses on the link between personality and situations.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Understand
Difficulty: Easy
Learning Objective: 11
Reference: 45, Transactional and Transformational Leadership

21. What statement by a manager **best** reflects the principles of interactional leadership?
A) "People's motives are important, and motives change over time."
B) "People perform to their fullest potential and then they're under pressure."
C) "A person can't simultaneously act as a manager and a leader."
D) "Organizations run best when there is no formal, centralized authority."

Answer: A

Rationale: Interactional leadership emphasizes the fact that people's motives are very important and that these are constantly changing. Interactional leadership does not prioritize pressure as a form of incentive or motivation, and it does not deny a role for authority or for the integration of leadership and management principles.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care

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Integrated Process: Nursing Process
Nursing Concept: Leadership & Management
Cognitive Level: Analyze
Difficulty: Moderate
Learning Objective: 9
Reference: 43, Interactional Leadership Theories (1970 to Present)

22. Which activities are associated with a leadership role? Select all that apply.
A) Mentoring two new managers
B) Establishing goals for the coming year
C) Advocating for nurses to receive more professional development opportunities
D) Providing a motivational speech at the new employee orientation
E) Finding a nurse to cover another nurse's shift

Answer: A, B, C, D

Rationale: Leadership roles include mentoring, decision making, advocating, and energizing. Risk taking is also considered a leadership role. Day-to-day functions such as staff scheduling are more closely associated with a management role.
Format: Multiple Select
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concept: Leadership & Management
Cognitive Level: Analyze
Difficulty: Moderate
Learning Objective: 13
Reference: 40, Display 2.3 Common Leadership Roles

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23. It is considered a fatal flaw in leadership to fail to engage in which of the following activities? Select all that apply.
A) Collaboration with colleagues
B) Communication with employees
C) Self-improvement
D) Staff development
E) Determining salary scales for employees

Answer: A, B, C, D

Rationale: Leadership is flawed and likely ineffective when the leader does not collaborate and communicate effectively with others in the organization. The improvement and development of both others and oneself is vital to the effectiveness of a leader. Clear forward thinking is associated with good leadership. Variables related to pay scales are more suggestive of a management role; this particular activity is not identified as a fatal flaw of leadership.
Format: Multiple Select
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management, Collaboration
Cognitive Level: Understand
Difficulty: Moderate
Learning Objective: 14
Reference: 40, Display 2.4 Six Fatal Leadership Flaws

24. Which statement by a subordinate demonstrates the greatest challenge for the leader?
A) “Your plans for the change can’t realistically be implemented.”
B) “I don’t think you heard what the rest of us had to say.”
C) “Do you have an idea what direction we need to go?”

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D) “Can you tell me why my suggestion will not work?”

Answer: A

Rationale: The statement is a clear indication that the subordinate feels the leader is not listening and collaborating; this is a fatal flaw. The subordinate is not making a statement that leads to dialogue and solutions. The other statements express openness to explanation by and with the subordinate and leader.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Analyze
Difficulty: Difficult
Learning Objective: 14
Reference: 40, Display 2.4 Six Fatal Leadership

25. Which function of the management process involves the performance evaluation of employees?
A) Planning
B) Organizing
C) Staffing
D) Controlling

Answer: D

Rationale: Controlling is the function that includes performance appraisals, fiscal accountability, quality control, legal and ethical control, and professional and collegial control. Planning encompasses determining philosophy, goals, objectives, policies, procedures, and rules; carrying out long- and short-range projections; determining a

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fiscal course of action; and managing planned change. Organizing includes establishing the structure to carry out plans, determining the most appropriate type of client care delivery, and grouping activities to meet unit goals. Staffing functions consist of recruiting, interviewing, hiring, and orienting staff.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management, Health Care Organizations
Cognitive Level: Understand
Difficulty: Easy
Learning Objective: 14
Reference: 36, Management Functions Identified

26. A nurse has been hired to oversee the operations of a series of ambulatory clinics. The nurse can **best** promote the success of the organization by:
A) promoting management skills among all employees.
B) integrating leadership skills and management skills.
C) clearly communicating to employees that they will be required to follow organizational leadership.
D) advocating for the organization to hire a leader for each site.

Answer: B

Rationale: Success and high achievement are best promoted when leadership and management functions are integrated by individuals. Promoting certain management skills among employees can be beneficial, but this cannot replace the importance of the leader-manager's own skill set. Followership cannot be mandated; it must be earned. The presence of multiple leaders can make it more difficult to effect change because of diverse visions.

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Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Health Care Organizations, Leadership & Management
Cognitive Level: Apply
Difficulty: Easy
Learning Objective: 13
Reference: 46, Integrating Leadership Roles and Management Functions

27. What action by the nurse-manager in a health organization **best** demonstrates transformational leadership?
A) The manager readily takes responsibility after making a scheduling error.
B) The manager's employees are reminded that they must submit evidence of renewing their license.
C) The manager informs each employee about the new criteria that will be the basis of the performance reviews.
D) The manager holds a workshop to outline a new vision for client-centered care.

Answer: D

Rationale: Transformational leadership often involves the communication of a vision and empowering employees to share in it. Functions involving performance review, scheduling, and licensure are more consistent with a transactional role. Taking responsibility is a trait of effective transformational and transactional leadership.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Leadership & Management
Cognitive Level: Analyze

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Difficulty: Moderate
Learning Objective: 13
Reference: 45, Transactional and Transformational Leadership

28. A nurse was 20 minutes late returning from a scheduled lunch break and a colleague's break was consequently cut short. What response by the manager **best** demonstrates a laissez-faire leadership approach?
A) Ask each of the nurses to speak with the manager separately to discuss the implications of this event.
B) Ask the nurses to attend a short meeting together in the manager's office.
C) Allow the two nurses to dialogue about this event and observe for evidence of a satisfactory resolution.
D) Impose a meaningful consequence on the first nurse and have the nurse apologize to the colleague.

Answer: C

Rationale: Laissez-faire leadership is generally understood to be a "hands-off" approach. The manager using this approach would likely allow the two nurses to self-manage this event and reach a solution independently. Requiring a meeting would be a more authoritarian or autocratic approach. Punishing the nurse and requiring an apology would be a strong autocratic approach.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Collaboration, Leadership & Management
Cognitive Level: Analyze
Difficulty: Moderate
Learning Objective: 8
Reference: 40, Behavioral Theories (1940 to 1980)

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29. The nurse-manager is addressing a nurse's suspected breach of client confidentiality in a social media posting. What function of the management process is this nurse-manager demonstrating?
A) Organizing
B) Staffing
C) Directing
D) Controlling

Answer: D

Rationale: Legal and ethical issues, such as violations of confidentiality, are categorized within the controlling function. Organizing includes establishing the structure to carry out plans, determining the most appropriate type of client care delivery, and grouping activities to meet unit goals. Staffing functions consist of recruiting, interviewing, hiring, and orienting staff. Directing entails human resource management responsibilities, such as motivating, managing conflict, delegating, communicating, and facilitating collaboration.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Ethics, Legal Issues, Leadership & Management
Cognitive Level: Apply
Difficulty: Moderate
Learning Objective: 12
Reference: 36, Management Functions Identified

30. The nurse-manager has been approached by three different families in recent weeks, all of whom have described a particular nurse as giving exceptional care. The manager has relayed this feedback to the nurse and nominated the nurse for an organization-wide award. How should the manager's actions be best interpreted?

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A) The manager is giving an example of democratic leadership.
B) The manager's actions are likely to cause accusations of favoritism.
C) The manager is following the Great Man theory of leadership.
D) The manager's actions may inadvertently discourage the other nurses.

Answer: A

Rationale: Democratic leadership involves the use of awards and feedback. Accusations of favoritism are unlikely, provided the manager's commendation is evidence based. The Great Man theory posits that leadership is an inherent trait, not a learned trait; the manager's actions do not point to this. There is no reason to believe that a commendation may discourage the nurse's peers.
Format: Multiple Choice
Chapter: 2
Client Needs: Safe and Effective Care Environment: Management of Care
Integrated Process: Nursing Process
Nursing Concepts: Patient-Centered Care, Leadership & Management
Cognitive Level: Analyze
Difficulty: Difficult
Learning Objective: 9
Reference: 41, Behavioral Theories (1940 to 1980)

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