Leadership Roles and Management Functions in Nursing 12th edition Huston Test Bank

SKU: 9781975263003-TEST-BANK

Test Bank Questions, Chapter 1, Decision Making, Problem Solving, Critical Thinking, and Clinical Reasoning: Requisites for Successful Leadership and Management

1. A nurse is applying a decision-making process to a clinical challenge. When applying this process, the nurse must:
   A) analyze the root causes of a situation.
   B) begin by solving the underlying problem.
   C) choose between different courses of action.
   D) prioritize the maximum good for the maximum number of people.

2. A nurse is applying the traditional problem-solving model when mediating a conflict between two colleagues. When applying this model, the nurse should prioritize what task?
   A) Identifying the root cause of the conflict
   B) Implementing a solution as quickly as possible
   C) Eliciting input from other nurses
   D) Encouraging each nurse to reflect on their actions

3. Which statement is true regarding decision-making?
   A) Scientific methods provide identical decisions by different individuals for the same problems.
   B) Decisions are greatly influenced by each person's value system.
   C) Personal beliefs can be adjusted for when the scientific approach to problem-solving is used.
   D) Past experience has little to do with the quality of the decision.

4. The nurse-manager of a short-staffed unit needs to make a decision about a nurse's request for an unpaid leave of absence. In order to increase the chance of making a good decision, the manager should:
   A) involve as many people in the decision-making process as possible.
   B) begin the decision-making process by presuming the status quo to be the best option.
   C) generate as many different alternatives as possible.

D) prioritize the option that is most innovative.

5. A charge nurse is praised for frequently approaching problems from unique and imaginative angles. This behavior is most characteristic of which type of thinking?
   A) Developing solutions strictly from measurable outcomes and structured data
   B) Applying unconventional and creative reasoning to generate innovative ideas
   C) Coordinating input from various team members before deciding on a course of action
   D) Following a systematic and step-by-step plan to achieve the desired result

6. A nurse-manager is applying an evidence-based approach to a clinical question about client mobilization. When using a PICO (patient or population, intervention, comparison, and outcome) format to search for evidence, the nurse should identify what?
   A) The role of intuition in the decision-making process
   B) The preferences of clients and their families
   C) The clients for whom the intervention would be relevant
   D) Costs associated with a potential change in practice

7. A nurse-manager follows the formal decision-making process to address a pattern of excessive absences by a staff nurse. Which is the expected result of the process?
   A) Reaching a resolution that all parties fully support
   B) Selecting a specific action to address the issue
   C) Ensuring the problem will not occur again
   D) Gaining deeper insight into the staff nurse's behavior

8. A nurse-manager is faced with a difficult decision in a situation that involves the manager's values. What is the manager's best action?
   A) Try to base a decision on intuition rather than values.
   B) Set aside their own values and make a rational decision.
   C) Defer the decision to a colleague with different values.
   D) Identify and reflect on their own values.

9. A nurse leader is explaining the importance of critical thinking to a group of new graduates. Which statement best reflects the nature of critical thinking in nursing practice?
   A) It follows a basic formula to guide decisions efficiently.
   B) It focuses strictly on evaluating available options.
   C) It involves thoughtful reasoning and innovative problem analysis.
   D) It mirrors the steps used in traditional problem-solving methods.

10. A nurse-manager has realized that the data-gathering process before a recent decision may have been influenced by confirmation bias. How can the manager best prevent this in the future?
    A) Delegate data gathering to a trusted colleague who has different values.
    B) Make sure not to prioritize information that supports their own beliefs.
    C) Consider all of the implications of an alternative before making a decision.
    D) Collect only the minimum quantity of data before making a decision.

11. A nurse-manager has made a decision and is now preparing to evaluate that decision. What question should best guide the nurse's evaluation process?
    A) Is evaluation necessary when using a good decision-making model?
    B) Can evaluation be eliminated if the problem is resolved?
    C) Is every party happy with the outcomes of the decision?
    D) Did the outcomes align with the original objectives?

12. Which statement concerning the role of the most powerful individuals in organizational decision making is true?
    A) They exert less influence on decisions than was previously thought.
    B) They often make decisions that are in congruence with their own values.
    C) They tend to delegate decision-making rather than making decisions themselves.
    D) They usually make important decisions with consideration of the effect on others.

13. One of the nurses on the unit said, "My Vietnamese client won't look me in the eye, but I know that Asian people avoid making eye contact as a way of showing respect." This nurse is demonstrating what type of illogical thinking?
    A) Affirming the consequences
    B) Arguing from analogy
    C) Deductive reasoning
    D) Overgeneralizing

14. A unit manager has created a decision grid in order to assist with a difficult staffing decision that will affect many nurses. The decision grid will allow the manager to:
    A) examine alternatives visually and compare each against the same criteria.
    B) ensure that the decision is made objectively rather than subjectively.
    C) plot the outcomes of a decision over time and evaluate the decision-making process.
    D) predict when events must take place to complete a project on time.

15. A nurse-manager is planning to apply a decision-making model to a clinical challenge. When using a decision-making tool, what should the manager do?
    A) Be aware that the tool cannot eliminate the risk of human error.
    B) Have an impartial colleague apply the tool, if possible.
    C) Apply the tool as quickly as possible.
    D) Recognize that the tool will negate the effect of the manager's values.

16. Which statement is true regarding an "economic man" style manager?
    A) The manager may lack complete knowledge and generate few alternatives.
    B) The manager makes decisions that may not be ideal but result in solutions that have an adequate outcome.
    C) The manager is primarily motivated by their own financial gain.
    D) The manager gathers as much information as possible and produces many alternatives.

17. A nurse-manager is preparing to use the program evaluation and review technique (PERT) tool when making a staffing decision. This tool will primarily address which component of the decision-making process?
    A) Values
    B) Consequences
    C) Timing
    D) Ethics

18. A nurse is working with a group of students who are learning a high-risk procedure. How should the nurse best ensure learning while protecting the safety of clients?
    A) Create an unfolding case study featuring the procedure.
    B) Use simulation for the students to learn and practice the skill.
    C) Help the students use a decision-making model to choose the safest technique.
    D) Teach the students about the traditional problem-solving process before they practice the procedure.

19. Which statements demonstrate a characteristic of a critical thinker? Select all that apply.
    A) "Since that didn't work effectively, let's try something different."
    B) "The solution has to be something the client is willing to do."
    C) "I'll talk to the client's primary care giver about the problem."
    D) "Maybe there is no new solution to this particular problem."
    E) "It's important that we do not give up; our clients deserve it."

20. A novice nurse has been trying to apply the nursing process to each client interaction. What should the nurse do to enhance the effectiveness of this process for making decisions and solving problems?
    A) Ensure that specific goals are identified during the planning process.
    B) Conduct assessment and diagnosis simultaneously whenever possible.
    C) Prioritize ethics during each phase of the nursing process.
    D) Avoid evaluating the process until every outcome has been met.

21. A team of nurse-managers is considering the purchase of pressure-reducing mattresses to reduce the incidence of pressure ulcers among long-term care residents. In order to use a payoff table to assist with decision-making, what must the managers know? Select all that apply.
    A) The cost for each new mattress
    B) Clients' expectations for how a mattress should feel
    C) The prognosis for recovery from a pressure ulcer
    D) The cost of treating pressure ulcers
    E) The amount of time between ordering the mattresses and their delivery

22. A nurse is considering applying for a management job that will require the nurse to make many difficult decisions. What question should the nurse ask when considering their ability to make difficult decisions?
    A) "How comfortable am I with taking risks?"
    B) "Am I able to apply the nursing processes in varied circumstances?"
    C) "Am I usually able to please my coworkers?"
    D) "How quickly do I think?"

23. A nurse-manager has to make some difficult decisions around the allocation of vacation time during the holiday season. When making a decision, what should the manager do first?
    A) Elicit ideas from as many staff members as possible.
    B) Consider how the issues have been addressed in the past.
    C) Think of as many alternatives as possible.
    D) Clearly identify each of the desired objectives in the situation.

24. The nurses on a medical unit are using several different techniques for performing wound care, and the manager recognizes a need to implement evidence-based practice (EBP). What should the manager do first when applying the principles of EBP?
    A) Identify the main peer-reviewed journals in the field of wound care.
    B) Formulate a specific, searchable clinical question about wound care.
    C) Perform a review of the literature about wound care.
    D) Identify how expert nurses typically perform wound care.

25. A nurse-manager is overseeing a unit reorganization and is deciding how to reassign staff roles. The manager creates a flowchart of current workflows, compares performance metrics, and calculates projected efficiency outcomes before finalizing decisions. What does this behavior most clearly demonstrate?
    A) A preference for collaborative and relationship-centered decision making
    B) A right-brained approach focused on flexibility and big-picture vision
    C) An intuitive leadership style that relies on gut feeling over data
    D) A left-brained leadership style based on logic and structured analysis

Test Bank Answer Key, Chapter 1, Decision Making, Problem Solving, Critical Thinking, and Clinical Reasoning: Requisites for Successful Leadership and Management

1. **C.** Decision making is a complex, cognitive process often defined as choosing a particular course of action. Problem-solving is a crucial part of decision-making and is a systematic process that focuses on analyzing complex situations. It is not always realistic for the nurse to solve each of the problems contributing to a larger challenge, especially at the beginning of the decision-making process. The nurse often lacks the time, information, or resources to analyze the root causes of a situation. Many times, the nurse makes a decision that benefits the most significant number of people, but this is not always feasible or desirable.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Nursing Concepts: Clinical Decision Making, Leadership & Management
Cognitive Level: Apply
Integrated Process: Nursing Process
Page and Header: 3, Decision Making, Problem Solving, Critical Thinking, Clinical Reasoning, and Elastic Thinking

2. **A.** The traditional problem-solving model attempts to identify the root problem in situations, a task that requires much time and energy. Efficiency is desirable, but trying to implement a solution as quickly as possible can result in a hasty and incorrect solution. Outside input may or may not be necessary; this varies with each individual problem. Reflective thinking is always beneficial, but this is not a specific component of the traditional problem-solving model.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Analyze
Nursing Concepts: Clinical Decision Making, Collaboration
Integrated Process: Nursing Process
Page and Header: 3, Decision Making, Problem Solving, Critical Thinking, Clinical

Reasoning, and Elastic Thinking

3. **B.** Values, life experience, individual preference, and individual ways of thinking will influence a person's decision-making. No matter how objective the criteria are, value judgments will always play a part in a person's decision-making, either consciously or subconsciously. It is not possible for a nurse to fully "set aside" personal beliefs when making a decision, even if the nurse applies the principles of self-reflection.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Understand
Nursing Concepts: Leadership & Management
Integrated Process: Nursing Process
Page and Header: 16, Choose and Act Decisively

4. **C.** The greater the number of alternatives that can be generated by the decision maker, the better the final decision will be. Generating multiple alternatives may require involving more people in the decision-making process, but the process can easily become unwieldy if too many people are involved. The manager should always consider the status quo as a possible option, but this is not always considered to be the default option. Innovation is often a desirable characteristic, but it would be inappropriate to choose an option solely because it is innovative; many other values must be considered.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Clinical Decision Making, Leadership & Management
Integrated Process: Nursing Process
Page and Header: 15, Generate Numerous Alternatives

5. **B.** Right-brained thinkers have traditionally been characterized as creative and intuitive, and thinking outside of usual standards to find a solution. Linear analysis, such as the ability to generate solutions based on data sets, is more closely aligned with left-brained thinking. While collaboration and efficiency are valuable, they do not specifically define either brain-dominant style.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply

Nursing Concepts: Human Development, Leadership & Management
Integrated Process: Nursing Process
Page and Header: 18, Brain Hemisphere Dominance and Thinking Styles

6. **C.** The PICO format is used in evidence-based practice to guide the search for the current best evidence to address a problem. Client and family preferences and cost are included in evidence-based practice but are not explicit components of the PICO format. Intuition is a component of decision-making, but is not explicitly included in the PICO format.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Clinical Decision Making, Leadership & Management, Evidence-Based Practice
Integrated Process: Nursing Process
Page and Header: 14, Use an Evidence-Based Approach

7. **B.** A decision is made when a course of action has been chosen. While understanding the issue is essential and typically occurs earlier in the process, the **end result** is choosing what to do next. The action chosen may not be universally accepted and does not guarantee success, but it provides a direction for resolution.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Understand
Nursing Concepts: Clinical Decision Making, Leadership & Management
Integrated Process: Nursing Process
Page and Header: 3, Decision Making, Problem Solving, Critical Thinking, Clinical Reasoning, and Elastic Thinking

8. **D.** Every person has a value system, and this cannot simply be "set aside." Awareness and reflection are necessary to make good decisions in the context of one's own values. Intuition and values are not counterpoints, and prioritizing intuition does not negate the importance of values. Values influence every decision to varying degrees, and it is impractical to defer every value-laden decision to someone else.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply

Nursing Concepts: Ethics, Leadership & Management
Integrated Process: Nursing Process
Page and Header: 18, Values

9. **C.** Critical thinking is a complex, reflective process that requires both analytical reasoning and creative insight. It is not a linear or simple method like decision making or problem solving, and it includes evaluating evidence, interpreting meaning, and forming reasoned judgments. It extends beyond procedural steps and involves deeper cognitive engagement.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Critical Thinking
Integrated Process: Nursing Process
Page and Header: 3, Decision Making, Problem Solving, Critical Thinking, Clinical Reasoning, and Elastic Thinking

10. **B.** Confirmation bias refers to our tendency to search for and favor information that confirms our beliefs while simultaneously ignoring or devaluing information that contradicts our beliefs. Self-awareness and reflection can reduce this tendency. Delegating the data-gathering process may be beneficial in some situations, but every person is prone to confirmation bias, although in differing ways. Considering the implications of a decision is an important part of decision-making, but it does not address the issue of confirmation bias. Minimizing data collection may reduce confirmation bias but could compromise the quality of a decision.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Clinical Decision Making, Ethics
Integrated Process: Nursing Process
Page and Header: 13, Gather Data Carefully

11. **D.** The evaluation phase is necessary to find out more about one's ability as a decision maker and to find out where the decision-making was faulty. This step cannot be eliminated from the decision-making process because it provides the means for determining whether a good decision was made. Happiness is not the criterion by which decisions are usually evaluated. Instead, evaluation is done by comparing actual outcomes to desired outcomes.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Leadership & Management, Critical Thinking
Integrated Process: Nursing Process
Page and Header: 7, Managerial Decision-Making Models

12. **B.** Not only does the preference of the powerful influence the decisions of others in an organization, but the powerful are also able to inhibit the preferences of the less powerful. Influential people in organizations are more likely to have decisions made that are congruent with their own preferences and values. Influential people tend to make decisions on their own rather than delegating them. Often, the effect on others is not prioritized as highly as it should be.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Understand
Nursing Concepts: Health Care Organizations
Integrated Process: Nursing Process
Page and Header: 20, Effect of Organizational Power

13. **D.** This type of flawed thinking occurs when one believes that because one person has a particular characteristic, every other person in the same category also has the same characteristic. It is an overgeneralization to assign one meaning to an action to every person from dozens of countries. This kind of oversimplified deduction is exemplified when stereotypical statements are used to justify arguments and decisions. When affirming the consequences, the nurse thinks that if B is good, but someone is doing A, then A must not be good. When arguing from analogy, the nurse applies a component that is present in two separate concepts and then states that because A is present in B, then A and B are alike in all respects.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Analyze
Nursing Concepts: Critical Thinking, Patient-Centered Care, Diversity
Integrated Process: Nursing Process
Page and Header: 16, Think Logically

14. **A.** A decision grid allows one to visually examine the alternatives and compare each against the same criteria. This assists with the decision-making

process, but it cannot guarantee that the decision will be completely objective. A decision grid is not a tool for tracking the outcomes of a decision. Decision grids are not synonymous with project planning tables.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Understand
Nursing Concepts: Clinical Decision Making, Health Care Organizations
Integrated Process: Nursing Process
Page and Header: 22, Decision Grids

15. **A.** Management decision-making aids are subject to human error and do not remove the effects of individual values, which always affect decision-making. There is no particular reason that a tool would have to be applied by another person. Making the correct decision can take time; moving too quickly can compromise the quality of the process.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Clinical Decision Making
Integrated Process: Nursing Process
Page and Header: 21, Decision-Making Tools

16. **D.** Managers with an "economic man" style gather as much information as possible and generate many alternatives. However, most management decisions are made by using the "administrative man" model of decision making, in which the manager never has complete knowledge and generates fewer alternatives. The "administrative man" carries out decisions that are "satisficing," a term used to describe decisions that may not be ideal but result in solutions that have adequate outcomes. The term "economic man" does not suggest that the manager is motivated by personal financial gain.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Understand
Nursing Concepts: Leadership & Management
Integrated Process: Nursing Process
Page and Header: 20, Rational and Administrative Decision Making

17. **C.** PERT is a popular tool to determine the timing of decisions; it is essentially a flowchart that predicts when events and activities must take place if a final

event is to occur. This tool does not explicitly address some of the other relevant considerations when making decisions, including values and ethics, and it does not focus on consequences.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Understand
Nursing Concepts: Health Care Organizations, Clinical Decision Making
Integrated Process: Nursing Process
Page and Header: 24, Program Evaluation and Review Technique

18. **B.** Simulation provides learners opportunities for problem solving that have little or no risk to clients or to organizational performance, while also providing models, either mechanical or live, to provide experiences for the learner. Simulation is generally considered to be more realistic (and conducive to learning) than a case study. A decision-making or problem-solving model is not typically implemented when learning new skills or procedures.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Safety, Technical Skills, Teaching & Learning
Integrated Process: Nursing Process
Page and Header: 5, Case Studies, Simulation, and Problem-Based Learning

19. **A, B, C, E.** A critical thinker displays persistence, empathy, and assertiveness. Trying a new approach shows persistence. Considering the client's participation shows empathy. Speaking to the care provider on the client's behalf shows assertiveness. Stating "It's important that we do not give up; our clients deserve it" shows persistence and empathy. Concluding that there is no solution to a problem reflects an inability to think outside the box.

Format: Multiple Selection
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Analyze
Nursing Concepts: Critical Thinking
Integrated Process: Nursing Process
Page and Header: 3, Decision Making, Problem Solving, Critical Thinking, Clinical Reasoning, and Elastic Thinking

20. **A.** The weakness of the nursing process, like the traditional problem-solving model, is in not requiring clearly stated objectives. Goals should be clearly indicated in the planning phase of the process, but this step is frequently omitted or obscured. Assessment and diagnosis often cannot be performed at the same time. Ethics should always be considered, of course, but this variable is not identified as enhancing the overall effectiveness of the nursing process. Evaluation is recommended as an ongoing, iterative process that is not reserved for when all outcomes have been met. Indeed, it is impossible to determine whether outcomes have been met without performing an evaluation.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Nursing Process, Clinical Decision Making, Nursing Process
Integrated Process: Nursing Process
Page and Header: 8, The Nursing Process

21. **A, D.** Payoff tables can be used to make decisions involving cost, profit, and volume. To make a decision, the team would need to know how much it costs to introduce a mattress and how much it costs to treat a pressure ulcer. Other variables, such as client expectations, timing, and prognosis, would be considered when making a decision, but these variables would not be quantified into a payoff table.

Format: Multiple Selection
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Clinical Decision Making, Health Care Organizations
Integrated Process: Nursing Process
Page and Header: 22, Payoff Tables

22. **A.** An individual's comfort level with risk has a significant bearing on that person's ability and willingness to make difficult decisions. It also affects the outcomes of decisions. The nursing process can have application in the decision-making process, but it is not among the most common decision-making models in management situations. A focus on pleasing other people may make it difficult to arrive at a decision when there are no ideal options available. Quick thinking can be beneficial when making some decisions, but people who are more methodical thinkers are not necessarily at a disadvantage, as quick thinking does not always lead to wise decisions.

Format: Multiple Choice

Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Leadership & Management, Clinical Decision Making
Integrated Process: Nursing Process
Page and Header: 18, Individual Preference

23. **D.** Regardless of what decision-making or problem-solving tool a manager is going to use, the process must necessarily begin with clear identification of the objectives. Once these are determined, subsequent steps like engaging stakeholders, creating alternatives, and considering previous approaches can be performed.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Health Care Organizations, Leadership & Management
Integrated Process: Nursing Process
Page and Header: 12, Define Objectives Clearly

24. **B.** The implementation of EBP usually follows a linear approach that begins with formulating a specific question that can be used to guide a literature search. This should be done before starting a literature review or consulting experts in the field.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Apply
Nursing Concepts: Clinical Decision Making, Evidence-Based Practice
Integrated Process: Nursing Process
Page and Header: 14, Use an Evidence-Based Approach

25. **D.** The manager's use of structured analysis, data comparison, and logical sequencing aligns with left-brained thinking, which is linear and analytical. This contrasts with right-brained thinking, which emphasizes intuition, creativity, and holistic processing. Collaboration and intuition are not defining traits of left-brain dominance.

Format: Multiple Choice
Chapter: 1
Client Needs: Safe and Effective Care Environment: Management of Care
Cognitive Level: Analyze
Nursing Concepts: Leadership & Management, Professional Behaviors, Human

Development
Integrated Process: Nursing Process
Page and Header: 18, Brain Hemisphere Dominance and Thinking Styles

Wolters Kluwer

Leadership Roles and Management Functions in Nursing 12th edition Huston Test Bank