

TEST BANK

FOURTH EDITION

Leadership and Management in
NURSING



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Chapter 2: Leadership Theory

Learning Objective 1

Identify major leadership theories.

1. A nursing faculty member is mentoring a graduate student in writing a thesis. Which type of leadership according to the behavioral school would be best in this situation?

1. Bureaucratic
2. Democratic
3. Laissez-faire
4. Autocratic

Answer: 2

Rationale: The democratic leader assumes the individual is motivated by internal drive and wants active participation in getting the task done. The leader and the follower participate in achieving the goal. The bureaucratic leader does not trust the follower, and makes decisions based on the organizational policies. The laissez-faire leader gives no direction, letting the group make its own decisions, and the autocratic leader makes all the decisions.

Nursing Process: Implementation

Client Need: Safe, Effective Care Environment

Cognitive Level: Application

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2. A 58-year-old client has been admitted to the CCU with a myocardial infarction. The client suddenly goes into cardiac arrest, and team members rush into the room. What type of nursing leadership style in the behavioral school would be best in this situation?

1. Bureaucratic
2. Democratic
3. Laissez-faire
4. Autocratic

Answer: 4

Rationale: The autocratic leader makes all the decisions and has the authority. This would be the most effective type of leadership in a code situation. The other leadership styles would be ineffective in an emergency situation. The bureaucratic leader does not trust the team members, and this would affect the cohesiveness of the code team. The democratic leader takes each member's preferences into consideration when making a decision, which is not acceptable in an emergency situation such as a code. Finally, the laissez-faire style gives no direction, which again would be inappropriate in an emergency code situation.

Nursing Process: Implementation

Client Need: Safe, Effective Care Environment

Cognitive Level: Application

3. The nurse manager is planning the holiday schedule for the staff on the Oncology unit. The staff is highly experienced, and has worked well together for more than five years. Which situational leadership model is best used in this situation?

1. Participating
2. Telling
3. Selling
4. Delegating

Answer: 1

Rationale: The nurse manager could ask the staff for participation and assistance in making the holiday schedule, keeping the final implementation to himself. The task is relatively low-end, and the relationship is high-end supportive. The staff might not react well to a schedule presented with a telling style. A selling style might be necessary if the manager makes and implements an unpopular schedule. Delegating the holiday schedule could be a risky choice. The manager would be leaving responsibility for the decision and the implementation up to the staff.

Nursing Process: Implementation

Client Need: Safe, Effective Care Environment

Cognitive Level: Application

4. Which statement is most likely made by a transactional leader?

1. "I can work an extra shift tomorrow night. Who can cover tonight?"

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2. "Jan's mother is ill. Is anyone able to cover her shift tonight?"
3. "If you work overtime tonight, I will authorize double your hourly pay rate."
4. "How can we work together to cover Jan's shifts until her mother is better?"

Answer: 3

Rationale: Transactional leadership is based on the principles of social exchange theory. There is an exchange process between leaders and followers. The offer to work a shift and then ask for help is an example of transformational leadership. Asking for assistance to cover the shift is also transformational leadership style. Finally, asking others how to solve the problem is also transformational leadership.

Nursing Process: Implementation

Client Need: Safe, Effective Care Environment

Cognitive Level: Application

Learning Objective 2

Differentiate leadership theory from leadership development.

5. Which situations portray leadership development according to behaviorist theory? Select all that apply.

1. The nurse manager of the Emergency Department is certified as a nursing administrator.

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2. Those staff reporting to the chief nursing officer think he was born to be in nursing management.
3. The assistant nurse manager in the Intensive Care unit has attended five leadership seminars in the last two years.
4. The charge nurse working today has been a charge nurse for the past 10 years of her 20 years' experience as a registered nurse.
5. The nurse manager of surgical services is honest, fair, and dependable, and so must be successful as a leader.

Answer: 1; 3; 4

Rationale:

- Certified as a nursing administrator: The behaviorists believe certification in formal training and education, not certain traits the person might possess, develop the leader.
- Born to be in management: Behaviorists believe leaders were trained and educated to be leaders, not just naturally born to be leaders.
- Attended five leadership seminars: Training in leadership seminars is consistent with the behavioral belief that leaders are developed by extensive training, and not just born with natural leadership qualities.
- Charge nurse with experience: Behaviorists believe successful leaders are developed through experience in leadership roles.
- Nurse manager who is honest, fair, and dependable: Behaviorists would not believe these traits make a successful leader.

Nursing Process: Assessment

Client Need: Safe, Effective Care Environment

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Cognitive Level: Analysis

6. According to the theory of connective leadership, which statement describes how leaders are developed?

1. Leaders are developed by staying connected to their followers and their abilities.
2. Development of leadership ability depends on the followers' connectedness to the leader.
3. Leadership ability begins by the leader's innate character traits and her connectedness to herself.
4. Leaders become stronger in their development by staying connected to the latest leadership theories.

Answer: 3

Rationale: According to the theory of connective leadership, leaders are developed first based upon their innate traits and their "mastery of self." Leaders must be able to master themselves before they can effectively master leading others. This development is not dependent upon the leaders' connectedness with their followers or the followers' connectedness to the leader. Connective leadership development also is not based on the leader's connectedness with the latest leadership theories.

Nursing Process: Implementation

Client Need: Safe, Effective Care Environment

Cognitive Level: Analysis

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7. Which leadership theory holds the belief that leaders cannot be developed but are just born with the appropriate qualities needed for leadership?

1. Situational theory
2. Transactional leadership theory
3. Contingency theory
4. Great man theory

Answer: 4

Rationale: Those subscribing to the Great Man Theory of leadership believe great leaders are born with the necessary attributes needed for leadership. Situational theory and contingency theory each describe leadership traits needed in different situations, and contend that no certain traits can be listed as needed for every effective leader. The traits required of a leader are contingent on the situation being experienced by the leader. Transactional leadership theory describes a particular leadership style that is “this for that,” or focused on the transactions encountered on the job.

Nursing Process: Implementation

Client Need: Safe, Effective Care Environment

Cognitive Level: Comprehension

Learning Objective 3

Identify traits most associated with leadership.

8. What is the most common skill effective nurse leaders share in any leadership theory or leadership model?

1. Critical care experience
2. Communication
3. Informal power
4. Political knowledge

Answer: 2

Rationale: Communication skills are the most important for an effective leader. Regardless of the type of leader or the type of unit a nurse manages, communication is the key to effective leadership. An effective leader also can have political knowledge or informal power, but these are not as crucial as communication skills. Critical care experience is not necessary for effective leadership.

Nursing Process: Assessment

Client Need: Safe, Effective Care Environment

Cognitive Level: Comprehension

9. If a nurse is working in a department with several less experienced nurses, which action must this nurse take if the transformational leader is to be perceived as effective?

1. Inspire a common vision.

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2. Have formal authority.
3. Provide efficient care.
4. Maintain accountability.

Answer: 1

Rationale: There are five key actions an effective nurse leader should practice: inspiring a common vision, positive role modeling, challenging processes for improvements, enabling others, and encouraging the heart of others. It is possible for nurses to be leaders without having authority or being efficient. Having accountability has not been found to be a key attribute that effective leaders must have.

Nursing Process: Assessment

Client Need: Safe, Effective Care Environment

Cognitive Level: Application

10. In a leadership training class, which statement by a participant indicates that learning has been successful?

1. "Relationship building is essential to be successful in leadership."
2. "Leadership means I do can delegate tasks I do not want to do."
3. "If I am to be successful in leadership, I should make sure no followers are friends."
4. "Most people will not be able to tell I am disinterested, if I act interested in them."

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Answer: 1

Rationale: Authentic caring in relationships with others is an important method of improving respect and competence as a leader. Leaders are not afraid of and do not refuse any task. Although the leader can show no favoritism, leaders can have friends. Authentic leaders are willing to take risks, and would be genuine towards those with whom they are in relationship.

Nursing Process: Evaluation

Client Need: Safe, Effective Care Environment

Cognitive Level: Application

Learning Objective 4

Analyze the process model of leadership.

11. The nurse manager is using the process model of leadership to determine how best to improve staff attendance for his scheduled shifts. Which are considerations in stage 1 of the process? Select all that apply.

1. Determine the desired outcome.
2. Identify the participants.
3. Generate ideas for action.
4. Describe situational influences.
5. Identify associated barriers.

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Answer: 1; 2; 4

Rationale:

- Determine the desired outcome: The process model of leadership involves three stages. The first action of stage 1 is to determine the desired outcome, which in this case it is to decrease staff call-ins.
- Identify the participants: The second step of stage 1 is to identify the participants, and the nurse manager must consider all staff under direct responsibility.
- Generate ideas for action: The third consideration is not generating ideas for action. This is the first action of stage 2. The third consideration in stage 1 is to describe the organizational climate and structure.
- Describe situational influences: This is one of the considerations in stage 1, as it is the fifth and final action needed in stage 1.
- Identify associated barriers: Identifying barriers does not occur until stage 2 in the process model of leadership.

Nursing Process: Assessment

Client Need: Safe, Effective Care Environment

Cognitive Level: Analysis

12. Which situation involves controlling forces according to the process model of leadership?

The nurse manager of the:

1. Third floor considers staff interaction with each other and the manager before making a decision.
2. Fourth floor considers which participants were involved in or those who will be impacted by the decision.
3. Fifth floor considers the policies and procedures in place while making a decision.
4. Sixth floor considers alternative solutions to the problem while making a decision.

Answer: 3

Rationale: Policies and procedures in place prior to the decision-making process constitute the controlling forces considered in the process model of leadership. Staff interaction with each other and the manager are the interpersonal processes that must be considered. Those involved in the event and those impacted by the decision constitute the participant considerations within the process model of leadership. Finally, the alternative solutions are the action plan considerations made by the nurse manager using the process model of leadership.

Nursing Process: Assessment

Client Need: Safe, Effective Care Environment

Cognitive Level: Analysis

13. Which describes the purpose in using the process model of leadership when making decisions?

1. It allows the experienced leader to follow the same path every time a decision must be made.

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2. It describes essential considerations a new leader should include when making a decision.
3. It introduces concepts the nurse manager uses to provide leadership in any situation.
4. It determines which part of the decision-making process can be delegated to staff in certain situations.

Answer: 2

Rationale: The process of model of leadership describes personnel, organizational, and behavioral aspects of an event or problem for the inexperienced leader to consider before making a decision. It was not designed for experienced leaders, is not used to provide leadership, and is not used for delegation purposes.

Nursing Process: Implementation

Client Need: Safe, Effective Care Environment

Cognitive Level: Application

Learning Objective 5

Analyze the relationship between the behavioral situational framework and leadership.

14. Which statement most appropriately describes the relationship between the behavioral/situational framework and leadership?

1. As the nurse manager continually makes use of the framework, leadership behaviors and decisions should become increasingly more appropriate.
2. As the nurse manager becomes more experienced in leadership, the manager's need for using the framework decreases.
3. When the nurse manager uses the framework for decision making, the staff can expect leadership decisions advantageous to them.
4. When the nurse manager sets goals using the framework, the staff will experience fewer and fewer problems within the department.

Answer: 1

Rationale: When a nurse leader continually gains practice in using the behavioral/situational framework to achieve goals, the decisions made will be more appropriate. The leader would analyze all aspects of the situation, those individuals involved, the leader, and the group. The experienced leader should still use all aspects of the framework with all decisions and goals. Just because the leader analyzes all aspects of the situation using the framework doesn't mean the end product will always be advantageous to the staff. Despite the use of the framework, there will always be issues within a department.

Nursing Process: Assessment

Client Need: Safe, Effective Care Environment

Cognitive Level: Analysis

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15. How is leadership affected by using the behavioral/situational framework?

1. Use of the framework allows the inexperienced nurse leader to make faster decisions.
2. Use of the framework will enable the nurse leader to make better-informed decisions.
3. The leadership behaviors of the nurse manager will improve after the framework is in use for 2 years.
4. The goals the nurse manager sets and explores using the framework will be more important for the facility.

Answer: 2

Rationale: The framework enables the nurse manager to make more informed decisions as each aspect of the situation and the people involved and affected are considered. The framework does not necessarily allow the leader to make faster decisions. There is also no indication that the behavioral/situational framework needs to be used for a particular amount of time before improvement is observed. The goal set by the leader is not necessarily made more important just by using the framework.

Nursing Process: Implementation

Client Need: Safe, Effective Care Environment

Cognitive Level: Comprehension