

Chapter 1: Becoming a Healthcare Manager

Multiple Choice

1. Which of the following factors best represents clinicians who become managers?

- A. Their promotion means they have strong managerial skills
- B. Their promotion leads to a separation from their professions
- C. Their clinical skills are critical to their new positions
- D. Their clinical skills are a strong foundation for managerial skills

ANS: D

Rationale: Promotions may be decisions based on convenience and expedience rather than “best skills”. It is often difficult for clinicians to leave their professional loyalties behind. Their specialized direct patient care clinical skills are not as important as their generic management skills that come with patient care responsibilities

2. Which of the following transitions are typically necessary for clinicians who become managers?

- A. A move from circumstantial control to autonomous control
- B. A move to focusing from comprehensive goals to definitive criteria
- C. A move from self-direction of work to selfless service of others
- D. A move from circumstantial control of work to autonomous control of work

ANS: C

Rationale: Except for “a move from self-direction of work to selfless service of other”, all the moves are reversed.

3. Which type of mentor is most likely to be important to a new regional rehabilitation manager for a national chain of nursing homes?

- A. Coach
- B. Exposer
- C. Protector
- D. Sponsor

ANS: A

Rationale: A mentor in this situation is probably of most value when he or she coaches the new person about the job. It is less likely that the new manager needs to be exposed to opportunities for promotion, protected or sponsored because they are already in a new management position.

4. Which of the following proportions best describes how managers typically spend their time?

- A. 65% administrivia, 10% finances, 25% people
- B. 65% people, 10% finances, 25% administrivia

- C. 65% finances, 10% people, 25% administrivia
- D. 65% finances, 10% administrivia, 25% people

ANS: B

Rationale: The major focus of managers is people management. The other answer options reflect common mistaken notions that management is either busy work or numbers work.

5. The role of a manager to balance continuity and change in an organization is best described as:
- A. Communicator
 - B. Entrepreneur
 - C. Stabilizer
 - D. Future leader

ANS: C

Rationale: These are all roles of managers. In the stabilizer role the manager balances continuity and change. In the communicator role, a manager is responsible for written and oral communication. As entrepreneur, a manager initiates and implements new programs. As future leader, a manager anticipates and supports change.

6. Which of the following actions best describes the industrious manager?
- A. Working 80 hours per week
 - B. Taking initiative
 - C. Avoiding delegation
 - D. On-call while vacationing

ANS: B

Rationale: Busyness is often the opposite of industriousness. Appropriate delegation is essential to industriousness, and the ability to have things continue to run while away is a reflection of good management and delegation. That leaves taking initiative as the only component of industriousness in this list—working to get the job done.

7. Under which of the following conditions should a manager delegate responsibility for a task?
- A. It involves planning to solve a new problem
 - B. It involves challenges that will help people grow
 - C. It involves rewards or discipline
 - D. It involves coaching and motivating

ANS: B

Rationale: Rewards, discipline, coaching and motivating are all managerial tasks that involve people management with potentially serious outcomes, so managers must assume responsibility for them. It would be best to include others in problem solving, but would likely slow down the solution to have someone else plan the problem solving process. Challenging to help people grow is the sign of a manager that knows how to delegate properly.

8. What kind of communication is most likely to occur between a rehabilitation manager and a pharmacy manager?

- A. Horizontal
- B. Hybrid
- C. Matrix
- D. Vertical

ANS: A

Rationale: Hybrid and matrix are types of organizational models. The only relevant choices are horizontal and vertical, and two managers at the same level engage in horizontal communication by definition.

9. Which of the following financial responsibilities is most typically required of mid-level healthcare managers?

- A. Prepare the annual budget
- B. Approve capital equipment purchases
- C. Establish salary increase rates
- D. Gather data for budget decisions

ANS: D

Rationale: Gathering data for budget decisions would most typically be required of mid-level healthcare managers. The other three answer options are responsibilities that lie with managers at higher levels of organizations.