CERTIFIED NURSE MANAGER AND LEADER (CNML) PRACTICE TEST (SAMPLE)

STUDY GUIDE



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

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Table of Contents

Copyright 1

Table of Contents 2

Introduction 3

How to Use This Guide 4

Questions 5

Answers 8

Explanations 10

Next Steps 16

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Introduction

Preparing for a certification exam can feel overwhelming, but with the right tools, it becomes an opportunity to build confidence, sharpen your skills, and move one step closer to your goals. At Examzify, we believe that effective exam preparation isn't just about memorization, it's about understanding the material, identifying knowledge gaps, and building the test-taking strategies that lead to success.

This guide was designed to help you do exactly that.

Whether you're preparing for a licensing exam, professional certification, or entry-level qualification, this book offers structured practice to reinforce key concepts. You'll find a wide range of multiple-choice questions, each followed by clear explanations to help you understand not just the right answer, but why it's correct.

The content in this guide is based on real-world exam objectives and aligned with the types of questions and topics commonly found on official tests. It's ideal for learners who want to:

- Practice answering questions under realistic conditions,
- Improve accuracy and speed,
- Review explanations to strengthen weak areas, and
- Approach the exam with greater confidence.

We recommend using this book not as a stand-alone study tool, but alongside other resources like flashcards, textbooks, or hands-on training. For best results, we recommend working through each question, reflecting on the explanation provided, and revisiting the topics that challenge you most.

Remember: successful test preparation isn't about getting every question right the first time, it's about learning from your mistakes and improving over time. Stay focused, trust the process, and know that every page you turn brings you closer to success.

Let's begin.

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How to Use This Guide

This guide is designed to help you study more effectively and approach your exam with confidence. Whether you're reviewing for the first time or doing a final refresh, here's how to get the most out of your Examzify study guide:

1. Start with a Diagnostic Review

Skim through the questions to get a sense of what you know and what you need to focus on. Your goal is to identify knowledge gaps early.

2. Study in Short, Focused Sessions

Break your study time into manageable blocks (e.g. 30 – 45 minutes). Review a handful of questions, reflect on the explanations.

3. Learn from the Explanations

After answering a question, always read the explanation, even if you got it right. It reinforces key points, corrects misunderstandings, and teaches subtle distinctions between similar answers.

4. Track Your Progress

Use bookmarks or notes (if reading digitally) to mark difficult questions. Revisit these regularly and track improvements over time.

5. Simulate the Real Exam

Once you're comfortable, try taking a full set of questions without pausing. Set a timer and simulate test-day conditions to build confidence and time management skills.

6. Repeat and Review

Don't just study once, repetition builds retention. Re-attempt questions after a few days and revisit explanations to reinforce learning. Pair this guide with other Examzify tools like flashcards, and digital practice tests to strengthen your preparation across formats.

There's no single right way to study, but consistent, thoughtful effort always wins. Use this guide flexibly, adapt the tips above to fit your pace and learning style. You've got this!

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Questions

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1. The formula to determine the number of RNs needed is based on what parameters?

A. # of RNs needed X Days open

B. # of RNs needed X Days worked per RN

C. # of RNs needed X Days open / # days worked per RN

D. # of RNs needed / Days open

2. Which of the following stages is NOT part of Rogers' stages of innovation?

A. Evaluating

B. Routinizing

C. Clarifying

D. Matching

3. What does ADC measure in a healthcare facility?

A. Average daily capacity of patients

B. Average daily census of patients in a bed at midnight

C. Annual daily count of patients treated

D. Averaged daily cost for patient care

4. What is a full-time equivalent (FTE) defined as?

A. Part-time hours worked in a year

B. Full-time employee paid for half a year

C. Full-time employee paid for one year

D. A combination of part-time employees

5. What is the third stage in Thompson's Change Theory?

A. Storming

B. Performing

C. Forming

D. Norming

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6. Which of the following best describes the SMART(S) framework for goal setting?

A. Simple, Manageable, Attainable, Realistic, Timely, Strategic

B. Specific, Measurable, Attainable, Realistic, Timely, Strategically Linked

C. Scholarly, Multifaceted, Achievable, Result-driven, Time-oriented, Strategic

D. Stringent, Measurable, Acceptable, Realistic, Thorough, Smart

7. What does the Competing Values Framework emphasize for leaders?

A. Using one set style with all teams

B. Mastery of various skills to address differing situations

C. Maintaining a consistent approach to leadership

D. Focusing solely on employee satisfaction

8. In healthcare finance, what does the term "Capitation" directly refer to?

A. A method of outcome-based payments

B. A fixed monthly payment for a patient

C. A payment system based on the number of visits

D. A model for hospital fee structures

9. In which interview format do participants usually participate for an extended period to observe interactions?

A. Situational Interview

B. Panel Interview

C. Stress Interview

D. Behavioral Interview

10. How is net revenue calculated in a healthcare setting?

A. Gross Revenue + Deductions from Revenue

B. Gross Revenue - Deductions from Revenue

C. Gross Revenue - Operating Costs

D. Gross Revenue + Total Patient Days

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Answers

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1. C
2. A
3. B
4. C
5. D
6. B
7. B
8. B
9. A
10. B

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Explanations

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1. The formula to determine the number of RNs needed is based on what parameters?

A. # of RNs needed X Days open

B. # of RNs needed X Days worked per RN

C. # of RNs needed X Days open / # days worked per RN

D. # of RNs needed / Days open

The correct answer involves understanding the relationship between the number of RNs required, the total days the facility is open, and the total days each RN works. To determine the number of registered nurses needed effectively, one must consider both the operational days of the healthcare facility and the workload each RN is expected to handle. When a facility is open for business, each RN can only work a limited number of days within a specific period. Therefore, to calculate the total full-time equivalents (FTEs) needed, it is necessary to take into account the total demand for nursing hours across the days the facility operates and then divide that by the number of days each RN works. Thus, multiplying the total nursing requirement (number of RNs needed) by the total days the facility is operational provides an overall needed workload. Dividing this total by the number of days each RN is allocated to work offers a clear picture of how many nurses are, in fact, required to meet the demand. This calculation ensures that nursing staff is appropriately matched to the needs of the facility, optimizing patient care while also considering staff availability and scheduling. This method aligns with staffing standards and helps maintain adequate care levels, making it crucial for nurse managers to apply this formula effectively in their planning processes

2. Which of the following stages is NOT part of Rogers' stages of innovation?

A. Evaluating

B. Routinizing

C. Clarifying

D. Matching

Rogers' stages of innovation, commonly known as the Innovation-Decision Process, typically include awareness, interest, evaluation, trial, and adoption. The correct answer, evaluating, aligns with the broader context of the Innovation-Decision Process as it is a significant stage where potential adopters assess the innovation against their needs and values. In this context, the other options mentioned are also not part of Rogers' renowned model. Routinizing refers to the stage where the innovation becomes integrated into routine practice and is adopted as a standard. Clarifying involves understanding the innovation better, often occurring before the evaluation phase. Matching typically is not explicitly listed in Rogers' framework, which reinforces that evaluating is indeed an absence from the stages recognized in the theory. Understanding these specific stages helps grasp how innovations are adopted and the critical aspects that influence decision-making in healthcare settings.

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3. What does ADC measure in a healthcare facility?

A. Average daily capacity of patients

B. Average daily census of patients in a bed at midnight

C. Annual daily count of patients treated

D. Averaged daily cost for patient care

The average daily census (ADC) is a key performance indicator in healthcare that measures the average number of patients present in a hospital or healthcare facility during a specific time frame, often calculated on a daily basis. It provides valuable insights into patient occupancy rates and helps healthcare administrators understand the usage of beds over time. Specifically, ADC is commonly calculated based on the number of patients in beds at the beginning of each day, typically at midnight, to provide a snapshot of patient load during that period. This metric is essential for operational planning, resource allocation, and staffing decisions. A higher ADC may indicate the need for more staff and resources, while a lower ADC could suggest that adjustments are necessary to address underutilization of services or beds. In contrast, other options such as average daily capacity or annual counts pertain to different metrics that do not provide the same focus on daily occupancy at a specific time like midnight, making it clear why average daily census is the correct measure in this context.

4. What is a full-time equivalent (FTE) defined as?

A. Part-time hours worked in a year

B. Full-time employee paid for half a year

C. Full-time employee paid for one year

D. A combination of part-time employees

The definition of full-time equivalent (FTE) as a full-time employee paid for one year is accurate because FTE is a standardized measure used to represent the workload of an employed individual or a group of employees in a way that makes workloads comparable across various contexts. An FTE of one typically represents the work of a full-time employee working approximately 40 hours a week for a full year, which often amounts to around 2,080 hours annually. When calculating FTEs, part-time employees' hours can be added together to equal full-time equivalents, thereby providing a clearer picture of staffing needs and labor costs in a healthcare setting. This measure helps managers understand the total staffing capacity and allocate resources effectively. The other considerations about part-time hours or partial employment do not define an FTE adequately, as their focus diverges from the full-time standard that FTE represents.

5. What is the third stage in Thompson's Change Theory?

A. Storming

B. Performing

C. Forming

D. Norming

In Thompson's Change Theory, the third stage is defined as the Norming stage. This phase is crucial because it is where team cohesion begins to develop as individuals start to establish norms and expectations for one another. During the Norming stage, team members work through their initial differences and begin to collaborate effectively. Communication improves, trust builds, and a sense of unity emerges as group members start to recognize each other's strengths and contributions. Additionally, roles and responsibilities are clarified, which further enhances teamwork by providing structure and a clear understanding of how individuals can support one another in achieving common goals. The Norming stage sets the foundation for the subsequent Performing stage, where the team operates at a high level of efficiency and effectiveness. Therefore, understanding this stage is essential for leaders who seek to facilitate positive change and teamwork within their organizations.

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6. Which of the following best describes the SMART(S) framework for goal setting?

A. Simple, Manageable, Attainable, Realistic, Timely, Strategic

B. Specific, Measurable, Attainable, Realistic, Timely, Strategically Linked

C. Scholarly, Multifaceted, Achievable, Result-driven, Time-oriented, Strategic

D. Stringent, Measurable, Acceptable, Realistic, Thorough, Smart

The SMART(S) framework is a well-established method for effective goal setting in various contexts, including healthcare management. The framework emphasizes the importance of creating goals that are Specific, Measurable, Attainable, Realistic, and Timely. Specificity ensures that goals are clear and unambiguous, allowing for better understanding and focus. Measurable criteria provide a way to track progress and determine when the goal has been achieved, which adds an element of accountability. The attainability aspect underscores the need for goals to be realistic given the available resources and constraints, ensuring that they are challenging yet achievable. Realistic goals help maintain motivation and prevent frustration, while timeliness emphasizes that goals should have a defined timeline to encourage urgency and prioritize actions. The addition of "Strategically Linked" highlights the importance of aligning goals with broader organizational objectives, ensuring that individual efforts contribute to the overall mission and vision of the organization. This alignment fosters a sense of purpose and direction, enhancing teamwork and collaboration. Other options describe either incorrect terminology or improper interpretations of the fundamental concepts within the SMART framework, which can lead to confusion. The framework's adherence to clarity, measurement, feasibility, relevance, urgency, and alignment makes the correct option the most representative of this goal

7. What does the Competing Values Framework emphasize for leaders?

A. Using one set style with all teams

B. Mastery of various skills to address differing situations

C. Maintaining a consistent approach to leadership

D. Focusing solely on employee satisfaction

The Competing Values Framework is a model that emphasizes the importance of flexibility and adaptability in leadership. It suggests that leaders need to master a variety of skills and approaches to effectively address the diverse and often conflicting demands of different situations. This framework identifies four distinct leadership styles, each associated with particular values and behaviors that can guide leaders in various contexts. By developing a broad skill set, leaders can navigate complexities within their organizations, respond to changes in the environment, and foster a culture that aligns with organizational goals while considering the needs of employees. This adaptability is essential for creating effective teams and achieving desired outcomes, ensuring that leaders do not rely on a one-size-fits-all approach.

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8. In healthcare finance, what does the term "Capitation" directly refer to?

A. A method of outcome-based payments

B. A fixed monthly payment for a patient

C. A payment system based on the number of visits

D. A model for hospital fee structures

Capitation refers specifically to a payment model in which healthcare providers receive a fixed monthly payment for each enrolled patient, regardless of the quantity or type of services that the patient may require during that month. This method incentivizes providers to focus on preventative care and efficient management of patient needs, as they receive a consistent revenue stream that is not dependent on the number of services rendered. In this model, the emphasis is on maintaining the health of the patient population rather than maximizing the number of visits or procedures, which can lead to improved health outcomes and reduced costs for both patients and healthcare systems. By aligning financial incentives with health outcomes, capitation effectively promotes a more patient-centered approach to care.

9. In which interview format do participants usually participate for an extended period to observe interactions?

A. Situational Interview

B. Panel Interview

C. Stress Interview

D. Behavioral Interview

The correct response is situational interview, as this format often involves scenarios in which candidates are asked to explain how they would handle specific situations related to the job. During these interviews, participants may indeed spend an extended period observing interactions, allowing interviewers to assess the candidate's problem-solving skills, decision-making abilities, and interpersonal interactions in real-time or simulated environments. This observation is pivotal in understanding how candidates might perform in actual job situations. In contrast, the other types of interviews focus on different aspects of evaluating candidates. A panel interview typically involves multiple interviewers asking questions, which does not inherently require observing interactions over an extended period. Stress interviews, on the other hand, are designed to assess how candidates handle pressure, often through challenging questions and situations, rather than through extended observation of interactions. Behavioral interviews focus on past experiences and what candidates have done in specific situations, relying on a more structured question format but not necessarily involving extended interaction observations.

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10. How is net revenue calculated in a healthcare setting?

A. Gross Revenue + Deductions from Revenue

B. Gross Revenue - Deductions from Revenue

C. Gross Revenue - Operating Costs

D. Gross Revenue + Total Patient Days

Net revenue in a healthcare setting is calculated by subtracting deductions from gross revenue. This approach provides a more accurate reflection of the actual income that a healthcare organization can expect to receive after accounting for various adjustments such as contractual adjustments with insurers, bad debts, and charity care. By using this method, healthcare facilities can gauge their financial performance more effectively and make informed decisions regarding budgeting and resource allocation. In contrast, adding deductions to gross revenue, as suggested in one of the other choices, would incorrectly inflate the revenue figures instead of giving a clear picture of net income. Similarly, subtracting operating costs from gross revenue reflects expenses rather than revenue, while adding total patient days provides information on service utilization rather than financial performance. Consequently, the right approach to understanding net revenue is to directly deduct the relevant deductions from gross revenue.

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Next Steps

Congratulations on reaching the final section of this guide. You've taken a meaningful step toward passing your certification exam and advancing your career.

As you continue preparing, remember that consistent practice, review, and self-reflection are key to success. Make time to revisit difficult topics, simulate exam conditions, and track your progress along the way.

If you need help, have suggestions, or want to share feedback, we'd love to hear from you. Reach out to our team at hello@examzify.com.

Or visit your dedicated course page for more study tools and resources:

https://certifiednursemanagerandleader.examzify.com

We wish you the very best on your exam journey. You've got this!

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