

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



Prepare with structure. Pass with confidence



Copyright © 2026 by Examzify - A Kaluba Technologies Inc. product.

ALL RIGHTS RESERVED.

No part of this book may be reproduced or transferred in any form or by any means, graphic, electronic, or mechanical, including photocopying, recording, web distribution, taping, or by any information storage retrieval system, without the written permission of the author.

Notice: Examzify makes every reasonable effort to obtain accurate, complete, and timely information about this product from reliable sources.

SAMPLE

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

SAMPLE

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.

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!

Questions

SAMPLE

- 1. Which of the following best describes the fourth step in Appreciative Inquiry?**
 - A. Discover
 - B. Design
 - C. Dream
 - D. Destiny

- 2. What component of effective communication is emphasized in Covey's Theory?**
 - A. Assertiveness
 - B. Empathetic listening
 - C. Fast response times
 - D. Persuasiveness

- 3. How is the Nurse Hours Per Patient Day (HPPD) calculated?**
 - A. Total Direct Care Hours / Total Patient Days
 - B. Total Patient Days / Total Direct Care Hours
 - C. Total Patient Days - Total Direct Care Hours
 - D. Total Direct Care Hours x Total Patient Days

- 4. What does a Gantt Chart primarily help track?**
 - A. Employee performance reviews
 - B. Tasks over time in a project
 - C. Financial expenditures in a department
 - D. Team member schedules

- 5. What formula is used to calculate variance in budgeted amounts?**
 - A. $\text{Variance \$} / \text{Contracted \$} \times 100$
 - B. $\text{Variance \$} / \text{Actual \$} \times 100$
 - C. $\text{Variance \$} / \text{Budgeted \$} \times 100$
 - D. $\text{Variance \$} / \text{Total Cost \$} \times 100$

- 6. What aspect is essential for employees to feel valued in the workplace?**
- A. A strict set of rules and regulations
 - B. A supportive and caring leadership
 - C. Complete autonomy with no oversight
 - D. High-pressure sales targets
- 7. Which of the following interview types is characterized by a more casual and unstructured format?**
- A. Non-Directive Interview
 - B. Structured Interview
 - C. Behavioral Interview
 - D. Stress Interview
- 8. For effective performance management, what should be prioritized?**
- A. Monitoring competition among teams
 - B. Using performance improvement to enhance patient safety
 - C. Encouragement of individual achievement
 - D. Emphasizing hierarchical communication
- 9. What system utilizes Diagnostic-Related Groups for billing purposes?**
- A. Exclusive Provider Organization
 - B. Health Maintenance Organization
 - C. Prospective Payment System
 - D. Fee-for-Service model
- 10. What is benchmarking in a healthcare context?**
- A. Measuring employee satisfaction
 - B. Assessing financial performance
 - C. Comparing practices to the best standards
 - D. Evaluating patient outcomes primarily

Answers

SAMPLE

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

SAMPLE

Explanations

SAMPLE

1. Which of the following best describes the fourth step in Appreciative Inquiry?

- A. Discover
- B. Design
- C. Dream
- D. Destiny**

The fourth step in Appreciative Inquiry is focused on "Destiny." This step involves implementing the ideas and innovations generated in the previous phases to sustain the changes made. During this phase, organizations work on creating an environment where the changes can thrive and continue to develop. It emphasizes collective commitment to the vision established in the earlier stages and encourages collaborative efforts to put those ideas into practice. This phase is crucial because it is where the plans transition from theory and design into action. Leaders and teams reinforce the positive changes and ensure that they become embedded in the organization's culture. This guarantees that the initial inquiries and innovations are not fleeting but are instead a part of the organization's ongoing growth. In contrast, the other steps like Discover, Dream, and Design serve as the foundational elements that come before Destiny, focusing on identifying strengths, envisioning desired outcomes, and planning how to get there, respectively. Therefore, Destiny is essential as it solidifies the entire process by bringing to life the dreams and designs established in the previous steps.

2. What component of effective communication is emphasized in Covey's Theory?

- A. Assertiveness
- B. Empathetic listening**
- C. Fast response times
- D. Persuasiveness

Covey's Theory places a significant emphasis on empathetic listening as a crucial component of effective communication. This approach highlights the importance of understanding others' perspectives, feelings, and thoughts before trying to communicate one's own. By genuinely engaging in empathetic listening, individuals are more likely to build trust and rapport, paving the way for more productive and meaningful interactions. Empathetic listening involves not just hearing the words spoken, but also attuning to the emotions and non-verbal cues associated with the message. This practice fosters an environment of mutual respect and understanding, allowing for a deeper connection between communicators. In the context of Covey's principles, this skill is essential for creating win-win situations and collaborative problem-solving, which are foundational to effective leadership and management in nursing.

3. How is the Nurse Hours Per Patient Day (HPPD) calculated?

- A. Total Direct Care Hours / Total Patient Days
- B. Total Patient Days / Total Direct Care Hours
- C. Total Patient Days - Total Direct Care Hours
- D. Total Direct Care Hours x Total Patient Days

The calculation of Nurse Hours Per Patient Day (HPPD) is derived by dividing the total direct care hours by the total number of patient days. This metric provides valuable insight into the nursing workload and staffing levels in a healthcare setting. Total direct care hours refer to the actual hours that nursing staff are providing direct care to patients. This includes activities such as administering medications, monitoring patients, and performing various treatments. Total patient days refers to the sum of all days patients have been in care, reflecting the volume of patients treated over a specific time frame. By calculating HPPD, healthcare organizations can assess whether they have adequate nursing staff to meet patient care needs effectively. A higher HPPD indicates more nursing hours are available per patient, which can be correlated with better patient outcomes and higher levels of care. This metric also aids in staffing decisions and budget planning within nursing departments.

4. What does a Gantt Chart primarily help track?

- A. Employee performance reviews
- B. Tasks over time in a project
- C. Financial expenditures in a department
- D. Team member schedules

A Gantt Chart primarily helps track tasks over time in a project, making it an essential tool for project management. This visual representation displays a timeline for various tasks, illustrating not only when each task starts and ends but also how tasks overlap and relate to one another. By using a Gantt Chart, project managers can efficiently assign responsibilities, set deadlines, and monitor progress, allowing for better planning and resource allocation. In contrast, while employee performance reviews, financial expenditures, and team member schedules may be important aspects of management, they do not align with the primary purpose of a Gantt Chart. Performance reviews focus on evaluating employee work, financial expenditures monitor budgetary aspects, and team member schedules are concerned with individual availability rather than the progress of project tasks over a designated time frame. Thus, the strength of a Gantt Chart lies in its ability to provide a clear timeline and structure for managing project tasks.

5. What formula is used to calculate variance in budgeted amounts?

- A. $\text{Variance \$} / \text{Contracted \$} \times 100$
- B. $\text{Variance \$} / \text{Actual \$} \times 100$
- C. $\text{Variance \$} / \text{Budgeted \$} \times 100$
- D. $\text{Variance \$} / \text{Total Cost \$} \times 100$

The formula used to calculate variance in budgeted amounts specifically focuses on how the actual performance compares to the budgeted expectations. By using the budgeted amount as the denominator in the formula, you can effectively assess the percentage variance in relation to what was initially planned. This provides a clear context of how much deviation has occurred from the expected budgeted figures. The budgeted amount serves as a benchmark, allowing managers to evaluate performance, identify areas needing attention, and adjust forecasts or resource allocations accordingly. Using variance \$ (the difference between budgeted and actual amounts) over the budgeted \$ multiplied by 100 yields a percentage that reveals whether expenses were under or over the budget, thus offering critical insights into financial management within a nursing unit or healthcare facility. Other formulas may reference different aspects of costs or revenues which do not align with the specific context of reviewing budget versus actual expenditures.

6. What aspect is essential for employees to feel valued in the workplace?

- A. A strict set of rules and regulations
- B. A supportive and caring leadership**
- C. Complete autonomy with no oversight
- D. High-pressure sales targets

A supportive and caring leadership is essential for employees to feel valued in the workplace because it fosters a positive work environment where employees feel respected and understood. When leaders demonstrate support, they build trust and rapport with their team members, encouraging open communication and collaboration. This atmosphere allows employees to express their ideas and concerns freely, contributing to a sense of belonging and appreciation. Supportive leadership also involves recognizing and rewarding employees' contributions, providing constructive feedback, and offering professional development opportunities. Such actions not only enhance job satisfaction but also improve employee retention and overall organizational performance. This is particularly important in high-stress environments, where the emotional well-being of employees can significantly impact productivity and morale. In contrast, options like a strict set of rules and regulations, complete autonomy with no oversight, and high-pressure sales targets may lead to an impersonal and rigid work environment, which can stifle creativity, diminish morale, and contribute to employee disengagement. A balance is necessary; supportive leaders can guide employees while also allowing them the freedom to contribute meaningfully to the organization.

7. Which of the following interview types is characterized by a more casual and unstructured format?

- A. Non-Directive Interview**
- B. Structured Interview
- C. Behavioral Interview
- D. Stress Interview

The non-directive interview is recognized for its casual and unstructured format. In this type of interview, the interviewer adopts a less formal approach, allowing the conversation to flow more naturally and encouraging the candidate to express their thoughts and experiences without being confined by rigid questions. This method fosters a more conversational atmosphere, enabling the interviewer to explore topics that may arise spontaneously during the discussion. Furthermore, in a non-directive interview, the focus is on understanding the candidate's personality, motivations, and potential fit within the organization, rather than strictly assessing specific competencies or skills through predetermined questions. This flexibility often leads to a more insightful dialogue, as candidates may feel more comfortable sharing their genuine feelings and experiences. Such an approach is particularly effective in assessing qualities like creativity, adaptability, and interpersonal skills. In contrast, structured, behavioral, and stress interviews are designed with specific formats and criteria that guide the interviewer's questioning and assessment, which differentiates them significantly from the non-directive style.

8. For effective performance management, what should be prioritized?

- A. Monitoring competition among teams
- B. Using performance improvement to enhance patient safety**
- C. Encouragement of individual achievement
- D. Emphasizing hierarchical communication

Prioritizing the use of performance improvement to enhance patient safety is essential for effective performance management in healthcare settings. This approach directly aligns with the core mission of healthcare organizations, which is to provide safe, high-quality care to patients. By focusing on performance improvement strategies, a nurse manager can implement evidence-based practices that not only assess current performance but also drive continuous enhancements to safety protocols and patient outcomes. Emphasizing patient safety establishes a culture of care that values and prioritizes the well-being of patients, fostering an environment where team members are motivated to identify risks, address issues promptly, and learn from incidents. This focus on performance improvement encourages the utilization of data-driven decisions to recognize trends, evaluate processes, and implement changes that lead to better safety outcomes. In addition, integrating performance improvement initiatives helps in developing systematic approaches to quality care, ultimately contributing to more effective communication and collaboration among staff members as they work together toward the shared goal of patient safety.

9. What system utilizes Diagnostic-Related Groups for billing purposes?

- A. Exclusive Provider Organization
- B. Health Maintenance Organization
- C. Prospective Payment System**
- D. Fee-for-Service model

The Prospective Payment System (PPS) is the correct answer as it is specifically designed to use Diagnostic-Related Groups (DRGs) for billing purposes. This system establishes predetermined payment rates for healthcare services based on the diagnosis and associated treatments provided to patients. Under PPS, healthcare providers are reimbursed a fixed amount for a patient's hospital stay, which is determined by the DRG assigned to that patient's diagnosis rather than the actual cost incurred during the treatment process. The integration of DRGs into the PPS was a key shift towards promoting efficiency within healthcare settings, effectively encouraging providers to manage their resources wisely while maintaining quality care. The fixed reimbursement amount incentivizes hospitals to limit lengths of stay and costs while ensuring patients receive the necessary care. In this context, other choices do not utilize DRGs in the same manner. Exclusive Provider Organizations (EPOs) and Health Maintenance Organizations (HMOs) focus more on network restrictions and preventive care, rather than on specific diagnosis-based billing. Meanwhile, the Fee-for-Service model allows for billed costs based on individual services rendered, which contrasts with the fixed payment structure seen in PPS.

10. What is benchmarking in a healthcare context?

- A. Measuring employee satisfaction
- B. Assessing financial performance
- C. Comparing practices to the best standards
- D. Evaluating patient outcomes primarily

Benchmarking in a healthcare context refers to the process of comparing an organization's practices, performance metrics, and quality of care against industry standards or best practices from other organizations. This allows healthcare facilities to identify areas for improvement, set performance goals, and implement strategies that lead to enhanced patient care and operational efficiency. The focus on comparing practices to best standards helps organizations gain valuable insights into their performance relative to peers or leaders in the field. This collaborative approach drives continuous quality improvement and encourages the adoption of effective practices that have been proven to yield better outcomes. While measuring employee satisfaction, assessing financial performance, and evaluating patient outcomes are important components of healthcare management, they do not encompass the broader comparative analysis that defines benchmarking. Benchmarking is specifically about looking outward and learning from the successes and methods of others in the industry to elevate one's own practices and outcomes.

SAMPLE

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!

SAMPLE