

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



SAMPLE STUDY GUIDE WITH LIMITED QUESTIONS

**VISIT US ONLINE FOR
THE FULL VERSION STUDY GUIDE**

<https://certifiednursemanagerandleader.examzify.com>



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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.

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

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- 1. What approach should a manager take when mediating a conflict?**
 - A. Dominate the conversation
 - B. Encourage unilateral decisions
 - C. Facilitate mutual understanding
 - D. Set rigid outcomes

- 2. Which act aimed to end the depression by preventing employers from reducing wages?**
 - A. Labor Management Relations Act
 - B. Fair Labor Act
 - C. National Labor Relations Act
 - D. Civil Rights Act of 1964

- 3. How do you calculate the total nursing cost per DRG?**
 - A. Nurse Time X Avg. RN Hourly Rate
 - B. Nurse Time X (Avg. RN Hourly Rate + Benefits)
 - C. Nurse Time X (Avg. RN Hourly Rate + Benefits + Indirects)
 - D. Nurse Time X Total Nursing Staff

- 4. When designing PowerPoint presentations, which strategy is recommended?**
 - A. Use extensive text
 - B. Incorporate numerous animations
 - C. Keep it simple with visuals
 - D. Use bright, clashing colors

- 5. What is the implication of calculating the number of RN hours needed per patient?**
 - A. It helps determine the right number of nurses for patient needs
 - B. It assesses the overall financial health of the department
 - C. It establishes the required training for nursing staff
 - D. It identifies the best practices for patient care delivery

- 6. What is a key feature of the histogram?**
- A. It illustrates exhaustive case studies
 - B. It shows the frequency of various outcomes
 - C. It compares leadership effectiveness
 - D. It presents financial data trends
- 7. Which of the following is a key consideration for the design and implementation of planned changes?**
- A. Immediate execution of changes
 - B. Staff must possess the necessary skills and knowledge
 - C. Obtaining feedback after implementation
 - D. Minimizing the time allocated for planning
- 8. Which method is primarily used to identify the causes of a problem in a Fishbone Diagram?**
- A. Brainstorming potential solutions
 - B. Asking "why" multiple times
 - C. Listing all possible outcomes
 - D. Analyzing the situation step-by-step
- 9. What does a force field analysis involve?**
- A. Assessing resource allocation
 - B. Creating a project timeline
 - C. Listing pros and cons that influence progress
 - D. Developing a budget for projects
- 10. In monitoring performance effectively, which step is crucial after tracking ongoing attention?**
- A. Review: formal evaluation
 - B. Plan: strategic development
 - C. Delegate: distribute tasks
 - D. Eliminate: remove low performers

Answers

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

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Explanations

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1. What approach should a manager take when mediating a conflict?

- A. Dominate the conversation
- B. Encourage unilateral decisions
- C. Facilitate mutual understanding**
- D. Set rigid outcomes

The approach that focuses on facilitating mutual understanding is essential in conflict mediation. This method encourages open communication and allows all parties involved to express their perspectives and feelings. By listening to each side and promoting empathy, the manager creates an environment where individuals can acknowledge each other's viewpoints. This collaborative atmosphere helps to build trust and lays the foundation for finding a resolution that is agreeable to everyone involved. Facilitating mutual understanding also involves guiding the conversation in a way that addresses the underlying issues rather than just the symptoms of the conflict. When parties feel heard and understood, they are more likely to work towards a solution that satisfies their needs and fosters ongoing positive relationships, which is crucial in a team-oriented setting. This type of approach not only resolves the immediate issue but also equips team members with better conflict-resolution skills for the future.

2. Which act aimed to end the depression by preventing employers from reducing wages?

- A. Labor Management Relations Act
- B. Fair Labor Act
- C. National Labor Relations Act**
- D. Civil Rights Act of 1964

The National Labor Relations Act was designed to protect the rights of employees and encourage collective bargaining, specifically addressing issues related to unfair labor practices. This act aimed to empower workers, particularly by preventing employers from diminishing wages or altering working conditions without negotiation. By establishing the framework for labor relations, it sought to promote fair treatment and economic stability in the workforce, which was critical during challenging economic times, such as the Great Depression. The other acts listed do not specifically target wage prevention. The Labor Management Relations Act primarily focuses on the relationships between unions and employers, the Fair Labor Act regulates minimum wage and overtime pay but does not explicitly prevent the reduction of existing wages, and the Civil Rights Act of 1964 addresses discrimination and civil rights issues rather than labor relations or wage control.

3. How do you calculate the total nursing cost per DRG?

- A. Nurse Time X Avg. RN Hourly Rate
- B. Nurse Time X (Avg. RN Hourly Rate + Benefits)
- C. Nurse Time X (Avg. RN Hourly Rate + Benefits + Indirects)**
- D. Nurse Time X Total Nursing Staff

Calculating the total nursing cost per Diagnosis-Related Group (DRG) involves a comprehensive approach to ensure that all relevant costs associated with nursing care are considered. The correct method accounts not only for direct nursing wages but also for additional expenses incurred. To arrive at the total nursing cost per DRG, one must consider the average RN hourly rate, which reflects the basic compensation for nursing staff. However, this figure alone does not provide a complete overview of costs. It's essential to also include benefits, which can add significantly to the cost of employing nurses. These can encompass health insurance, retirement contributions, paid time off, and other employee benefits that impact the overall compensation package. Moreover, indirect costs need to be taken into account, which may include overhead expenses related to supporting staff, training, medical supplies, and equipment necessary for delivering nursing care. Indirect costs are often substantial and should not be overlooked, as they contribute to the total cost of care provided by nursing staff. Therefore, the correct method for calculating the total nursing cost per DRG involves a formula that integrates nurse time with the comprehensive cost of employing nursing staff: the average RN hourly rate plus benefits and additional indirect costs. By utilizing this thorough approach, healthcare organizations can achieve a more accurate representation

4. When designing PowerPoint presentations, which strategy is recommended?

- A. Use extensive text
- B. Incorporate numerous animations
- C. Keep it simple with visuals**
- D. Use bright, clashing colors

Keeping presentations simple with visuals is a highly recommended strategy because it enhances understanding and retention of information. Visuals can include images, charts, and graphs that help illustrate key points, making the content more engaging and easier to comprehend. When information is presented in a straightforward manner, it minimizes cognitive overload for the audience, allowing them to focus on the main messages rather than trying to decipher extensive text. Simplified visuals can aid in conveying ideas quickly and effectively, promoting better audience interaction and participation. This approach aligns with best practices in adult learning and presentation design, making it easier for the audience to grasp complex concepts without being overwhelmed. It also ensures that the presenter can maintain a good pace throughout the presentation, facilitating a more dynamic and impactful communication experience.

5. What is the implication of calculating the number of RN hours needed per patient?

- A. It helps determine the right number of nurses for patient needs**
- B. It assesses the overall financial health of the department
- C. It establishes the required training for nursing staff
- D. It identifies the best practices for patient care delivery

Calculating the number of registered nurse (RN) hours needed per patient is primarily focused on understanding staffing requirements to meet patient care needs effectively. This calculation allows healthcare managers to evaluate the proper nurse-to-patient ratio, ensuring that there are enough nurses available to provide quality care. By identifying the specific number of hours required based on patient acuity and complexity of care, managers can optimize staffing levels, which directly impacts patient safety and outcomes. Determining the right number of nurses is crucial for maintaining a balance between workload and the quality of care provided. It facilitates the allocation of nursing resources in a manner that aligns with actual patient demand, ensuring that staff are neither overwhelmed nor underutilized. This practice is essential in delivering safe and effective patient care, making it a key responsibility for nurse managers and leaders in a healthcare setting.

6. What is a key feature of the histogram?

- A. It illustrates exhaustive case studies
- B. It shows the frequency of various outcomes**
- C. It compares leadership effectiveness
- D. It presents financial data trends

A key feature of the histogram is that it shows the frequency of various outcomes. Histograms are graphical representations of data that organize the values of a dataset into bins or intervals, allowing for a clear visual interpretation of how many times each value occurs within those defined ranges. This makes histograms particularly useful in statistics for displaying distributions of continuous data, such as measurement results or survey responses. By observing the height of the bars in a histogram, one can quickly assess the frequency distribution of the data, identify common values, and note patterns such as skewness or modality in the dataset. This visual representation is essential in various analytical contexts, including quality control and performance analysis, where understanding the distribution of outcomes can inform decision-making and process improvements.

7. Which of the following is a key consideration for the design and implementation of planned changes?

- A. Immediate execution of changes
- B. Staff must possess the necessary skills and knowledge**
- C. Obtaining feedback after implementation
- D. Minimizing the time allocated for planning

A key consideration for the design and implementation of planned changes is that staff must possess the necessary skills and knowledge. This aspect is crucial because successful implementation of any change within a healthcare setting heavily relies on the competency and preparedness of the staff involved. When planning changes, it is essential to assess whether the team has the adequate training, experience, and understanding of the new processes or policies being introduced. If staff members lack these necessary attributes, even the best-planned changes can lead to confusion, resistance, and ultimately, failure. Ensuring that the staff is well-equipped not only enhances the likelihood of a smoother transition but also promotes confidence among team members, fostering an environment that is more conducive to change. This consideration underlines the importance of continuous education and professional development in a healthcare setting, which can greatly aid in the successful adaptation to new practices and improvements in patient care.

8. Which method is primarily used to identify the causes of a problem in a Fishbone Diagram?

- A. Brainstorming potential solutions
- B. Asking "why" multiple times**
- C. Listing all possible outcomes
- D. Analyzing the situation step-by-step

The Fishbone Diagram, also known as the Ishikawa or Cause-and-Effect Diagram, is a visual tool designed to identify the root causes of a problem. Using the technique of asking "why" multiple times is fundamental in this method. This approach delves deeper into the issue by prompting a systematic exploration of the causes. When the team starts with the main problem and continually asks "why", they can trace the problem's origins back to underlying causes, which might not be immediately apparent. This iterative questioning helps to peel back layers of symptoms and surface causes that might be easy to identify at first glance but are not the true drivers of the issue. It fosters a culture of inquiry and thorough analysis, which is essential for effective problem-solving. Thus, the approach of repeatedly questioning the reasons behind a problem is integral to developing a comprehensive understanding of the factors that contribute to it, allowing for targeted interventions and solutions.

9. What does a force field analysis involve?

- A. Assessing resource allocation
- B. Creating a project timeline
- C. Listing pros and cons that influence progress**
- D. Developing a budget for projects

A force field analysis is a decision-making tool used to evaluate the factors that impact a particular change or decision within an organization. This analysis involves identifying and listing the forces that support the change (pros) and the forces that oppose it (cons). By visualizing these factors, a leader can gain insight into the potential challenges and benefits associated with a decision or initiative. The strength of the factors influencing progress is crucial in determining the feasibility and potential success of the proposed change. This approach not only highlights what is facilitating the change but also brings attention to potential barriers, thereby allowing for strategic planning to enhance the positive forces and mitigate the negative ones. Understanding these dynamics is essential for leaders as they make informed decisions and create appropriate action plans that foster organizational improvement. While assessing resource allocation, creating a project timeline, or developing a budget are valuable components of project management, they do not specifically pertain to the essence of force field analysis, which focuses on the dual forces affecting organizational change.

10. In monitoring performance effectively, which step is crucial after tracking ongoing attention?

- A. Review: formal evaluation**
- B. Plan: strategic development
- C. Delegate: distribute tasks
- D. Eliminate: remove low performers

The crucial step after tracking ongoing attention in monitoring performance effectively is to conduct a formal evaluation, which involves a detailed review of the collected data and performance metrics. This step is essential because it allows leaders to assess how well individuals or teams are meeting established goals and objectives. A formal evaluation provides a structured approach to understanding performance trends, identifying strengths, and pinpointing areas that require improvement. This process not only facilitates feedback for the employees but also informs decision-making about future strategies, resource allocation, and potential training needs. It creates an environment of accountability and encourages continuous improvement, which is vital for maintaining high standards within a team or organization. Through this thorough review, leaders can make informed choices that align with overall organizational goals, foster team engagement, and enhance performance outcomes.

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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