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Test 1 - NEA BC

0.5 FTE - ANS a nurse who works part time through out the year is what FTE based on a 40 hour work week

accelerate rapid cycle change - ANS goal is to modify and accelerate methods in order to respond quickly

accommodation - ANS an approach to conflict in which a person gives in to other group members, even at the expense of his or her own goals

Accountable Care Organization (ACO) - ANS An organization of healthcare providers accountable for the quality, cost, and overall care of Medicare beneficiaries who are assigned and enrolled in the traditional fee-for-service program patients will have some health info shared to ensure coordination of care and prevent duplication of services if enrolled cannot participate in medicare advantage plans such as HMO/PPO

Act - ANS PDSA
identify necessary changes, adopt, and continue to monitor

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Nursing ANCC - Nurse Executive Advanced Certification (NEA-BC) Sample Questions (Q340-Q345):

NEW QUESTION # 340

Syndication is a radical new way of structuring business. It requires leaders to rethink their strategies. Which of the following would be typical of business in the syndicated world?

- A. fixed corporate role
- B. **loose weblike networks**
- C. linear supply and demand
- D. control of scarce resources

Answer: B

Explanation:

To understand why "loose weblike networks" is the correct answer for describing business in a syndicated world, we need to delve into the differences between traditional business structures and the emerging model of syndication.

In traditional business models, relationships are often characterized by linear supply chains where goods and services flow in a sequential order from producers to end consumers. This model relies on established hierarchies within companies and clear roles that dictate how entities interact with each other. Typically, this model emphasizes control over scarce resources, maintaining fixed corporate roles, and a direct line of supply and demand.

In contrast, a syndicated world adopts a fundamentally different approach. Here, the focus shifts from hierarchical and linear structures to more flexible, decentralized networks. These networks resemble webs where each node (be it an individual, company, or group) can connect with multiple other nodes in a non-linear fashion. This structure allows for greater agility and adaptability, enabling businesses to respond more dynamically to market changes and opportunities.

The concept of loose weblike networks in a syndicated world aligns with the principles of collaboration and interconnectedness. Unlike the fixed roles and rigid supply chains of traditional models, syndication promotes an environment where roles can shift and evolve based on the needs of the network. Resources are not tightly controlled by a few; instead, they flow more freely across the network, driven by shared goals and mutual benefits.

This approach leverages technology and digital platforms extensively to facilitate connections and interactions that were not possible in more rigid business models. It supports innovations like crowd-sourcing, peer-to-peer services, and decentralized resource management, each reflecting the broader theme of flexibility and cooperation.

Therefore, when comparing the options given, "loose weblike networks" is the most representative of a syndicated business world. This choice underscores a departure from traditional structures of control, fixed roles, and linear processes, moving instead towards an open, adaptable, and interconnected business landscape. This is why each time the correct answer to the question about typical features of business in a syndicated world is "loose weblike networks."

NEW QUESTION # 341

All of the following are characteristics of transactional leadership EXCEPT

- A. **Shared decision-making**
- B. Emphasis on authority
- C. A system of rewards and punishments
- D. External motivation

Answer: A

Explanation:

Transactional leadership, a model often contrasted with transformational leadership, is primarily focused on the operations of management, organization, and group performance. This leadership style is based on a system of clear transactions or exchanges between the leader and the followers. Key characteristics of transactional leadership include a focus on results, efficiency, and routine compliance that are achieved through a systematic and formal approach. Here's a breakdown of the core attributes of transactional leadership, explaining why shared decision-making is not among them:

System of Rewards and Punishments: One of the fundamental aspects of transactional leadership is the use of rewards and punishments to motivate employees. This approach is based on the premise that employees are motivated by reward and deterred by punishment. Leaders set clear criteria for what is expected from their team members, and rewards are given when these criteria are met. Conversely, failure to meet expectations often results in some form of punishment or corrective action. This method emphasizes external motivation, where the focus is on extrinsic rewards such as bonuses, salary increments, and formal recognition.

Emphasis on Authority and Compliance: Transactional leaders maintain a strong focus on maintaining authority and ensuring compliance with established rules and procedures. Decision-making is typically centralized, with leaders making strategic decisions

and setting directions without extensive input from subordinates. This leadership style operates under the assumption that organizational success stems from a clear chain of command and adherence to the company's established protocols.

External Motivation: Unlike transformational leaders who inspire followers by aligning team goals with a higher vision or internal motivations, transactional leaders motivate through external means. The primary driving forces are typically benefits and penalties, rather than personal satisfaction or intrinsic rewards. This approach does not generally foster personal fulfillment or emotional connection to work but instead focuses on achieving specific performance targets.

Shared Decision-Making: Not a characteristic of transactional leadership. In contrast to more collaborative or participative leadership styles, transactional leadership does not typically involve shared decision-making. The leader retains most of the decision-making power, often issuing directives that need to be followed rather than debated. This approach can result in faster decision-making processes but may not encourage creativity or input from team members, which are more commonly seen in transformational or democratic leadership styles. In summary, shared decision-making stands out as not characteristic of transactional leadership due to the model's reliance on authority, compliance, and external motivators. Instead, decisions are generally made by the leader and are expected to be executed by the followers, reinforcing a hierarchical structure rather than a participatory or inclusive approach to management.

NEW QUESTION # 342

Skill, experience, explicit knowledge, and value judgments make up which of the following?

- A. Competence.
- B. Human capital.
- C. Applied judgment.
- D. Intellectual capital.

Answer: A

Explanation:

The correct answer to the question about what comprises skill, experience, explicit knowledge, and value judgments is "Competence." This concept is notably discussed by Karl-Erik Sveiby, a key figure in the field of knowledge management. Sveiby highlights that competence is a multifaceted construct that encompasses a range of intellectual assets critical to individual and organizational performance.

To understand why competence is the correct answer, it's essential to break down its components: 1. **Skill**: This refers to the ability to perform tasks effectively and efficiently, developed through training or practice. 2. **Experience**: This is the knowledge or mastery obtained from direct participation in events or activities. Experience enriches a person's understanding and potential for effective action. 3. **Explicit Knowledge**: This type of knowledge is easily articulated, codified, stored, and accessed. It can include facts, theories, and procedures that are transmittable in formal, systematic language. 4. **Value Judgments**: These are assessments that reflect personal or cultural values, guiding decision-making and behavior in various situations.

Competence, thus, is not just about having skills or knowledge; it also involves the ability to apply these effectively in decision-making through informed judgments based on values and experience. This broader understanding of competence is crucial because it directly influences how effectively an individual contributes to the goals and successes of an organization.

Furthermore, Sveiby uses the concept of competence to measure the intellectual capital of an organization. Intellectual capital is a critical asset in today's knowledge-intensive economies, comprising human capital, structural capital, and relational capital.

Competence, as part of human capital, plays a vital role in enhancing an organization's intellectual foundation, thereby driving its competitive advantage and capacity for innovation.

In conclusion, competence is a comprehensive attribute that integrates practical skills, accumulated experiential insights, structured explicit knowledge, and nuanced value judgments, all of which are essential for both personal effectiveness and organizational success. Understanding and developing competence can therefore be seen as a strategic approach to managing and leveraging intellectual capital in any organization.

NEW QUESTION # 343

The enlightened leader knows the difference between productivity and fruitfulness. Which of the following attributes is most associated with fruitfulness?

- A. mechanistic in nature
- B. humanistic in nature
- C. dependence on external sources
- D. judging on quantity of output

Answer: B

Explanation:

To understand why "humanistic in nature" is most associated with fruitfulness, we need to first distinguish between productivity and fruitfulness, especially in the context of leadership and organizational management. Productivity typically refers to the efficiency with which outputs can be generated from given inputs. It is often measured quantitatively, focusing on the volume and speed of outputs. On the other hand, fruitfulness extends beyond mere productivity to include the quality and impact of outputs on a deeper, more meaningful level.

When we say that fruitfulness is humanistic in nature, we are emphasizing the approach that values individual contributions at a personal level. A humanistic approach in management or leadership focuses on the development and well-being of individuals. It respects and nurtures the potential of each person, seeing them not just as workers or tools in the production process, but as human beings with unique talents, aspirations, and needs.

This approach is distinctly different from a mechanistic view, which might prioritize efficiency and standardization, often at the expense of individual creativity and personal growth. A mechanistic approach typically views individuals as interchangeable parts of a larger machine, where the human aspect is secondary to the functionality and productivity of the system as a whole.

Similarly, fruitfulness differs from a dependence on external sources, which suggests relying heavily on factors outside of one's immediate control or influence, such as market conditions or external technologies. While these can affect productivity, fruitfulness cultivated through a humanistic approach is more about harnessing internal resources—such as employee creativity, motivation, and engagement.

Lastly, judging on the quantity of output is a characteristic aligned more with productivity than with fruitfulness. Fruitfulness involves looking beyond the quantity and focusing on the quality, significance, and sustainability of what is produced. It is about creating environments where individuals can thrive and produce their best work, which in turn benefits the organization in more substantial and lasting ways.

Thus, the attribute "humanistic in nature" aligns closely with the concept of fruitfulness as it encapsulates the nurturing of individual potential and respect for personal contributions, fostering an environment where meaningful and sustainable output can flourish.

NEW QUESTION # 344

The Institute of Medicine described factors of problematic leadership. They include all of the following EXCEPT:

- A. weakened trust
- B. **decreased emphasis on production efficiency**
- C. limited knowledge management
- D. limited involvement in decision making

Answer: B

Explanation:

The Institute of Medicine (IOM) has identified several factors that characterize problematic leadership in healthcare or similar organizational settings. These factors generally contribute to a negative work environment and can impede the overall efficiency and effectiveness of the organization. However, the option "decreased emphasis on production efficiency" does not align with these identified factors. Instead, it is the opposite—increased emphasis on production efficiency—that is considered problematic. This is explained more elaborately below:

Problematic leadership, as described by the IOM, often entails issues that directly harm organizational climate and employee morale. Some of these issues include weakened trust between staff and leadership, limited involvement of employees in decision-making processes, and poor management of knowledge within the organization. These factors can lead to a decrease in overall organizational performance and employee satisfaction.

Weakened trust occurs when leaders fail to be transparent, do not follow through on commitments, or are perceived as inconsistent or unfair in their decisions. This erosion of trust can lead to a lack of confidence in organizational directions and initiatives.

Limited involvement in decision-making refers to a top-down approach where leaders do not engage or consult employees in the decision processes. This can result in decisions that are out of touch with ground realities and can demotivate employees who may feel undervalued or overlooked.

Limited knowledge management is indicative of a failure in capturing, distributing, and effectively using knowledge within the organization. Poor knowledge management can lead to inefficiencies and repeated mistakes, hampering the organization's ability to innovate and respond to changes effectively.

Conversely, "decreased emphasis on production efficiency" as a standalone concept might suggest a focus away from purely operational metrics, potentially fostering a more balanced approach that could include quality of care, employee well-being, and long-term sustainability. Therefore, this would not typically be categorized under problematic leadership. In contrast, an excessive focus on production efficiency—often termed "bottom-line management"—can indeed be problematic. This approach prioritizes operational output and financial metrics often at the expense of other important factors such as employee satisfaction, quality of service, and ethical considerations. Such a narrow focus can lead to a toxic work environment, high turnover rates, and even ethical breaches, all of which are detrimental to the organization's long-term success.

Thus, the correct answer, "decreased emphasis on production efficiency," is not a factor of problematic leadership as per the

descriptions by the Institute of Medicine. Instead, it is the increased emphasis on production efficiency that aligns with the concerns raised about leadership issues within organizations.

NEW QUESTION # 345

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