Health Care Administration CPC-Based COMP Exam Summary:

Undergraduate and Master’s Level

Peregrine Academic Services provides a range of online comprehensive exams for performing direct assessment in a range of academic disciplines.

This document focuses on the Health Care Administration Common Professional Component (CPC) based comprehensive exam for Associate, Bachelors and Masters level students.

The exam is designed for use by US-based Health Care Administration programs.

The exams contains 10 questions for each CPC topic and each exam is unique as questions are selected at random from the test bank of hundreds of questions per topic.

Institutions select topic areas to be included in the exam to match the design of their curriculum. The choice of topics is the same for undergraduate and master’s level students. Exams results are expected to be different depending on academic level. A typical program-level assessment exam would include 8-14 topics spread across most domain areas.

This document provides information on:
- Domains, Topics, and Subjects covered within each.
- Example questions for each topic.

The Domains and Topics are:

- Communications and Relationship Management
  - Communication Skills
  - Facilitation and Negotiation
  - Relationship Management
- Leadership
  - Communicating Vision
  - Leadership Skills and Behavior
  - Managing Change
  - Organizational Climate and Culture
- Professionalism
  - Contributions to the Community and Profession
  - Personal and Professional Accountability
  - Professional Development and Lifelong Learning
- Knowledge of the Healthcare Environment
  - Health Care Personnel
  - Healthcare Systems and Organizations
  - The Community and the Environment
  - The Legal Environment of Healthcare Administration
  - The Patient’s Perspective
Business Knowledge and Skills
Financial Management
General Management
Human Resource Management
Information Management
Organizational Dynamics and Governance
Quality Improvement
Risk Management
Strategic Planning and Marketing
DOMAIN: Communications and Relationship Management

Topic: Communication Skills

 Subjects
• Collaborate
• Communication
• Diversity
• Interpersonal Relations
• Leadership
• Lifelong learning
• Teamwork
• Technology

Example Questions

Workers in a workplace can help avoid cross-cultural misunderstandings by _____.
   A. cultivating cultural understanding of fellow workers and customers/clients
   B. maintaining a professional appearance at all times
   C. interacting with others influenced by their own cultural beliefs
   D. not serving customers/clients with whom they feel uncomfortable
Correct Response: A

_______________ environments engender increased knowledge and respect for the health team members for each other.
   A. Collaborative and aggressive
   B. Collaborative and passive
   C. Collaborative and reactive
   D. Collaborative and participative
Correct Response: D
Topic: Facilitation and Negotiation

Subjects
- Collaborate
- External Relations
- Negotiation
- Physicians
- Teamwork

Example Questions

All of these are guidelines for establishing and preserving long-term relationship except ________.
   A. understand the mission, strategic priorities
   B. try to limit transparency in communicating information
   C. reach out to stakeholders at the program onset
   D. keep an open communication flow exchange
   E. look at shared goals and outcomes
Correct Response: B

___________ allows health system managers, policy makers, and clinicians to find ways of implementing the desired conditions for workers while meeting the expectations of patients.
   A. Negotiation
   B. Teamwork
   C. Political maneuvering
   D. Resource allocation
   E. Cultural awareness
Correct Response: B
**Topic: Relationship Management**

**Subjects**
- Accountability
- Collaborate
- External Relations
- Healthcare System
- Interpersonal Relations
- Leadership
- Physicians
- Systems Thinking

**Example Questions**

Examples of healthcare organizations collaborating on a range of projects include the following except __________.

A. health and social care partners working collaboratively across a region to improve the provision of Urgent Care services
B. price fixing arrangements
C. community Healthcare and Acute Care partners working collaboratively to reduce excess bed days
D. the development of a joint cancer strategy involving multiple organizations, third sector partners and others

**Correct Response: B**

Marked by the growing use and influence of emerging/disruptive technologies – cloud, mobile devices, big data, advanced analytics, and others, system thinking is __________.

A. a luxury that can’t be afforded
B. a business survival strategy
C. can be ignored
D. costly
E. time consuming

**Correct Response: B**
DOMAIN: Leadership

Topic: Communicating Vision

Subjects
- Accountability
- Change Management
- Ethics
- Implementation
- Leadership
- Physicians
- Quality Improvement
- Strategy
- Systems Thinking

Example Questions

In contrast with constructive accountability, ________ is a process in which two or more people or groups discuss their needs and differences of opinion and eventually develop a solution.

A. ethical conflict
B. legal conflict
C. constructive conflict
D. neutral conflict

Correct Response: C

Sound ____________ strategies are needed to create a healthy organization culture in which subordinates, team members, and leaders achieve results.

A. financial
B. operational
C. communication
D. accounting
E. legal

Correct Response: C
**Topic: Leadership Skills and Behavior**

**Subjects**
- Accountability
- Advocate
- Assessment
- Change Management
- Culture
- Decision-Making
- Ethics
- External Relations
- Governance
- Leadership
- Lifelong Learning
- Mentoring
- Regulations
- Self-Awareness
- Systems Thinking
- Theory

**Example Questions**

The strategic plans are usually the responsibility of ________ management.

A. lower management  
B. middle management  
C. senior management  
D. outside managers  
E. consultants

**Correct Response:** C

Self-aware leaders exhibit which of the following characteristics?

A. They know themselves, including strengths and weaknesses.  
B. They delegate their decisions to others.  
C. They do not seek feedback from others.  
D. They do not have high self-esteem.

**Correct Response:** A
Topic: Managing Change

Subjects
- Change Management
- Implementation
- Physicians
- Planning
- Quality Improvement
- Self-Awareness
- Staff
- Strategy
- Systems Thinking
- Theory

Example Questions

Leaders have a responsibility to ___ and ___ change.
  A. understand; respond to
  B. facilitate; enable
  C. interpret; communicate
  D. participate; involve
Correct Response: B

Managing employees' emotions in the change initiatives can be very ____ to the leaders.
  A. easy
  B. demanding
  C. informal
  D. uncomplicated
Correct Response: B
Topic: Organizational Climate and Culture

Subjects
- Accountability
- Change Management
- Collaborate
- Culture
- Decision-Making
- Diversity
- Ethics
- Leadership
- Lifelong Learning
- Patients & Families
- Systems Thinking
- Teamwork

Example Questions

Presenting the evidence of a problem in a ________ manner is the crucial first step to the comprehension that presages behavior changes.

A. nonthreatening
B. threatening
C. aggressive
D. fun
E. relaxed

Correct Response: A

Which of the following is most likely to give employees a reason to act ethically and to be more innovative?

A. Salary penalties for poor work.
B. Fear of retribution from upper administration.
C. Having an informal back door relationship with the upper administration.
D. Empowerment and autonomy over their work

Correct Response: D
DOMAIN: Professionalism

Topic: Contributions to the Community and Profession

Subjects
- Accountability
- Advocate
- Assessment
- Collaborate
- Community
- Diversity
- Ethics
- Leadership
- Lifelong Learning
- Mentoring
- Nursing
- Physicians
- Planning
- Regulations
- Systems Thinking

Example Questions

___________ provides a bridge linking the medical model's focus on individual prevention and treatment approaches with community based prevention strategies.
   A. Institutional advocacy
   B. Management advocacy
   C. Political advocacy
   D. Community advocacy
   E. Social advocacy
Correct Response: D

Multiple new regulations and accreditations processes, professional standards, increased accountabilities, and financial priorities require __________ and nurse leaders already struggling to gain and sustain competencies in evolving arenas of practice, quality, and safe patient care.
   A. less of direct care consultants
   B. more of direct care clerks
   C. less of direct care nurses
   D. more of direct care nurses
Correct Response: D
**Topic: Personal and Professional Accountability**

**Subjects**
- Accountability
- Analysis
- Culture
- Diversity
- Ethics
- Leadership
- Lifelong Learning
- Management
- Mentoring
- Negotiation
- Patients & Families
- Regulations
- Self-Awareness

**Example Questions**

A healthcare leader who has empathy shows the following except ________.

A. listens attentively
B. is attentive to people's nonverbal cues
C. can only relate to those from the same background
D. can see things from someone else's perspectives
E. relates well with people of diverse backgrounds

**Correct Response:** C

Effective healthcare professionals, like exemplary dealmakers, understand that having a ________ mindset is essential in negotiation.

A. learning
B. winning
C. relaxed
D. lazy
E. aggressive

**Correct Response:** A
**Topic: Professional Development and Lifelong Learning**

**Subjects**
- Accountability
- Collaborate
- Culture
- Leadership
- Lifelong Learning
- Mentoring
- Self-Awareness

**Example Questions**

In managing professional development costs and benefits, healthcare organizations should strive to maximize the ratio of ______.

- A. gains to expenditures
- B. expenditure to gains
- C. expenditure to benefits
- D. gains to cash flows
- E. cash flows to cash outflows

**Correct Response: A**

Management and leadership are important for the delivery of good health services. Although the two are similar in some respects, they may involve different types of outlook, skills, and ______.

- A. assets
- B. behaviors
- C. activities
- D. resources

**Correct Response: B**
DOMAIN: Knowledge of the Healthcare Environment

Topic: Health Care Personnel

Subjects
- Collaborate
- Healthcare Professionals
- Healthcare system
- Negotiation
- Nursing
- Physicians
- Staff
- Teamwork

Example Questions

The impact of advances in science and medicine on demand for health care services and the productivity of health care providers will ________ by medical specialty and delivery setting.

A. be unknown
B. change
C. make no difference
D. keep
E. differ

Correct Response: E

Today's age diverse workforce expands the definition of diversity and employers who develop leadership strategies that appeal to an age diverse population will gain a __________.

A. high edge
B. market edge
C. competitive edge
D. sharp edge

Correct Response: C
**Topic: Healthcare Systems and Organizations**

**Subjects**
- Collaborate
- Communication
- Evidence-based practice
- Healthcare system
- Regulations
- Systems Thinking
- Theory

**Example Questions**

Healthcare organization simultaneously compete in some areas while ______ in others such as care for the poor and medical education.

A. fight
B. collaborate
C. undermine
D. deceive

**Correct Response: B**

In 1991, the regulation informally known as the 'common rule' was issued by 15 federal departments and agencies to ______.

A. protect human research subjects
B. promote a common set of rules for health care business
C. protect the environment from hospital waste
D. advance standards for regulatory agencies

**Correct Response: A**
**Topic: The Community and the Environment**

**Subjects**
- Advocate
- Community
- Healthcare system
- Patients & Families
- Regulations
- Systems Thinking
- Technology

**Example Questions**

Community health workers are effective advocates because they _____.
   A. live in the community they work with
   B. are salaried by the community
   C. are popular amongst community members
   D. are government employees with a significant amount of authority

**Correct Response:** A

The use of this technology has resulted in decreased hospital stays.
   A. Robotics
   B. Antibiotics
   C. Radiology
   D. Laparoscopic Surgery

**Correct Response:** D
**Topic: The Legal Environment of Healthcare Administration**

**Subjects**
- Healthcare Policy
- Healthcare Law and Regulation
- Public Health
- Healthcare Legislation
- Healthcare Regulations

**Example Questions**

The following situation may make that person eligible for workers' compensation.

A. Julia has an accident on her way to work.
B. Jan hurt herself while vacationing at the resort where she works as a cook.
C. Steve fell in the hospital parking lot on his lunch break.
D. Scott heard an odd popping noise as he transferred a patient from the bed to the chair on 4 East where he works as a nurse.

**Correct Response:** D

The Medicaid program is a joint social medical insurance program between __________.

A. federal and county governments
B. federal and state governments
C. city and state governments
D. state and county governments
E. federal and city governments

**Correct Response:** B
Topic: The Patient’s Perspective

Subjects
- Advocate
- Change Management
- Evidence-based practice
- Healthcare system
- Implementation
- Patient Safety
- Patients & Families
- Quality Improvement

Example Questions

Patient advocacy groups act as _____ when they convincingly and persistently provide a patient’s perspective to politicians in an effort to bring about change.
   A. pundits
   B. lobbyists
   C. HMOs
   D. legal representatives
Correct Response: B

What are some criticisms for patient involvement in healthcare?
   A. Patient involvement could ease the burden on physicians so that more patients could be seen.
   B. Most patients get a sense of pseudo entitlement which hinders physician work.
   C. The patient population include all ages, cultures, backgrounds, and languages, which makes input unreliable.
   D. Physician morale is damaged when patients are given authority in healthcare decisions.
Correct Response: C
DOMAIN: Business Knowledge and Skills

Topic: Financial Management

Subjects
- Accountability
- Analysis
- Assessment
- Budgets
- External Relations
- Healthcare system
- Management
- Negotiation
- Physicians
- Planning
- Regulations
- Reimbursement
- Staff
- Teamwork
- Theory

Example Questions

A for-profit healthcare organization's purpose is to provide ________.
  A. profit to the owner
  B. free services to the community
  C. employment to its employees
  D. financial information to shareholders

Correct Response: A

Leading healthcare organizations improve the financial management process to increase access to capital, have more ________ employees, and be able to build better relationships with their customers and suppliers by increasing the transparency of their business operations.
  A. engaged
  B. weak
  C. strong
  D. poor

Correct Response: A
Topic: General Management

Subjects
- Accountability
- Analysis
- Assessment
- Budgets
- Change Management
- Collaborate
- Community
- Decision-Making
- Diversity
- Evidence-based practice
- Healthcare system
- Implementation
- Interpersonal Relations
- Leadership
- Lifelong learning
- Management
- Negotiation
- Patients & Families
- Planning
- Staff
- Standards
- Systems thinking
- Theory

Example Questions

The _______ diagram helps to identify and organize the possible causes for a problem in a structured format.
A. cause-and-process
B. cause-and-set up
C. cause-and-risk
D. cause-and-effect
E. cause-and-structure
Correct Response: D

A ________, probably the most explicit kind of a standing plan, is a statement that either forbids or requires a certain action or inaction without variation.
A. rule
B. decision
C. plan
D. guidance
Correct Response: A
**Topic: Human Resource Management**

**Subjects**
- Accountability
- Analysis
- Assessment
- Decision-Making
- Diversity
- Healthcare Professionals
- Leadership
- Management
- Negotiation
- Physicians
- Planning
- Regulations
- Risk
- Staff
- Standards
- Strategy
- Teamwork
- Theory

**Example Questions**

Which of these functions is not considered a human resources function?
- A. Compensation and benefits
- B. Labor relations
- C. Public relations
- D. Employment
- E. Employee relations

**Correct Response:** C

An effective performance management process, while requiring time to plan and implement, can save you and the employee time and energy. Most importantly, it can be a very effective ________, since it can help you and the employee achieve organizational success.
- A. outcome
- B. investigator
- C. motivator
- D. format

**Correct Response:** C
**Topic: Information Management**

**Subjects**
- Accountability
- Analysis
- Assessment
- Change Management
- Ethics
- Implementation
- Information Systems
- Management
- Nursing
- Planning
- Regulations
- Staff
- Standards
- Technology

**Example Questions**

A healthcare professional who has the primary responsibility of ensuring the timely, accurate, and complete collection and maintenance of patient data is known as _______.

A. a hospital registrar  
B. a coder  
C. a health information manager  
D. a medical staff coordinator  
**Correct Response:** C

The planning for complex information management system needs to take into consideration _________ perspectives. Because patients themselves are becoming more ‘consumerist' in their attitudes about their medical records.

A. vendors'  
B. consultants'  
C. regulators'  
D. vendors’, consultants’, and regulators’  
E. consumers'  
**Correct Response:** E
**Topic: Organizational Dynamics and Governance**

**Subjects**
- Advocate
- Assessment
- Collaborate
- Culture
- Governance
- Healthcare Professionals
- Healthcare system
- Nursing
- Patients & Families
- Physicians
- Planning
- Regulations
- Standards
- Strategy
- Systems thinking
- Technology
- Theory

**Example Questions**

__________ is formally defined as systems and processes that ensure the overall direction, effectiveness, supervision, and accountability of an organization.

A. Management  
B. Governance  
C. Authority  
D. Dynamics  
E. Control  

**Correct Response: B**

As healthcare undergoes massive changes, boards will want to think about new ways of communicating with local government, business, and community leaders as well as the ________ of healthcare.

A. consumers  
B. regulators  
C. vendors  
D. investors  

**Correct Response: A**
**Topic: Quality Improvement**

**Subjects**
- Accountability
- Advocate
- Analysis
- Assessment
- Communication
- Decision-Making
- Evidence-based practice
- Healthcare Professionals
- Management
- Nursing
- Patients & Families
- Physicians
- Planning
- Quality Improvement
- Risk
- Staff
- Standards
- Systems Thinking
- Theory

**Example Questions**

The _____________ set standards for healthcare organizations and assess compliance with those standards.

A. insurance companies  
B. private sector accrediting bodies  
C. state medical associations  
D. state licensing bodies  

**Correct Response:** B

Identifying and understanding _____________ are essential components of healthcare quality management.

A. customers' expectations and requirements  
B. vendors' expectations  
C. management's expectations  
D. owners' expectations  

**Correct Response:** A
**Topic: Risk Management**

**Subjects**
- Analysis
- Assessment
- Healthcare Professionals
- Healthcare system
- Information Systems
- Patient Safety
- Patients & Families
- Planning
- Regulations
- Risk
- Staff
- Standards
- Technology

**Example Questions**

The emergency preparation for unplanned and unexpected mass casualty events such as natural disasters, pandemics, large-scale accidents, civic disturbance or terrorist attack is __________ task of community healthcare organization.

A. an important  
B. an expected  
C. an important and expected  
D. not important or expected

**Correct Response:** C

When patient information is requested via a subpoena, you must ________.

A. comply and send the entire record immediately  
B. provide only the "minimum necessary standard" even if more is requested in the subpoena  
C. provide all PHI that is requested in the subpoena  
D. provide PHI only with the consent of the patient

**Correct Response:** C
**Topic: Strategic Planning and Marketing**

**Subjects**
- Accountability
- Analysis
- Assessment
- Collaborate
- Culture
- External Relations
- Healthcare system
- Implementation
- Leadership
- Management
- Planning
- Strategy
- Systems thinking
- Theory

**Example Questions**

The Porter's Five Forces Framework has often been employed to understand the ______ in the industries.

A. political forces  
B. social forces  
C. change forces  
D. competitive forces

**Correct Response:** D

__________ is a "set of organizational processes for identifying the desired future of the organization and developing decision guidelines" and providing a map for how an organization will achieve its objectives and goals.

A. Strategic planning  
B. Strategic managing  
C. Tactical planning  
D. Action planning

**Correct Response:** A