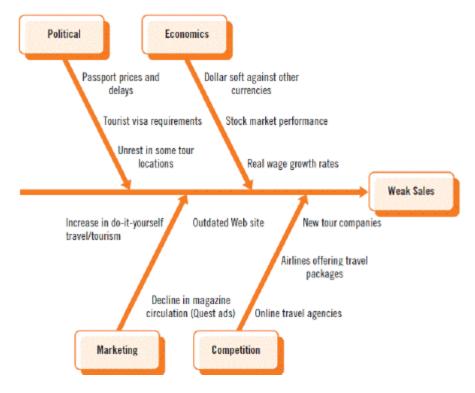
## Problem Solving and Decision Making Illustrated Course Guides 2nd Edition Butterfield Test Bank

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# Part 1: Identifying and Defining Problems

### TRUE/FALSE

1.	A probl	A problem is the difference between the current state and where you want to be.				
	ANS:	Γ	PTS:	1	REF:	Problem-Solving 2
2.	Inertia means acting on a problem, when you are very familiar with it.					
	ANS: 1	F	PTS:	1	REF:	Problem-Solving 4
3.	_		•	ns that your pro uccess of your		wner, stakeholders, and other important people hold n.
	ANS:	Γ	PTS:	1	REF:	Problem-Solving 6
4.	The pur	pose of a prob	olem sta	ntement is to fir	nd the p	problem cause and to define the solution.
	ANS: 1	F	PTS:	1	REF:	Problem-Solving 8
5.		e is the reason acations.	for or t	he origin (root)	of a ch	nange, such as customers being unable to afford
	ANS:	Γ	PTS:	1	REF:	Problem-Solving 10
6.	Attacki	ng the root cau	ise of a	problem is alw	ays the	e best approach.
	ANS: 1	F	PTS:	1	REF:	Problem-Solving 10
7.	Testing	a solution inv	olves tr	rying it on a sm	all or li	imited basis.
	ANS:	Γ	PTS:	1	REF:	Problem-Solving 14
8.	Open-so	cience Probler	n-Solvi	ng is a form of	outsou	rcing.
	ANS: 1	F	PTS:	1	REF:	Problem-Solving 18



9. The diagram shown above is sometimes called a fishbone diagram.

ANS: T

PTS: 1

REF: Problem-Solving 10-11

10. The diagram shown above is good for brainstorming, but does not show cause-and-effect.

ANS: F

PTS: 1

REF: Problem-Solving 10-11

#### **COMPLETION**

1. In an organization, a(n) \_\_\_\_\_\_ is an obstacle that stands in the way of achieving a desired goal.

ANS: problem

PTS: 1 REF: Problem-Solving 2

2. People usually solve problems in one of two ways: \_\_\_\_\_\_ or systematically.

ANS: intuitively

PTS: 1 REF: Problem-Solving 2

3. \_\_\_\_\_ are choices you make when faced with a set of options or alternatives.

ANS: Decisions

PTS: 1 REF: Problem-Solving 2

4.	4. When you solve a problem for someone else, you assume the responsibility for developing a satisfactory solution for them, the							
	ANS: problem owners							
	PTS: 1	REF:	Probl	em-Solving 6				
5.	To link a prob determines the					analysis, a study that		
	ANS: root-ca	use						
	PTS: 1	REF:	Probl	em-Solving 10				
MAT	CHING							
	Please identify	the letter of the	he cho	ice that best mat	ches the term below	7.		
	a. resource			b.	type of information	n		
1.	print							
2.	primary							
3.	interviews							
	informal							
5.	information fo	ound in a maga	zine					
	ANS: A	PTS:			Problem-Solving 5			
	ANS: A	PTS:			Problem-Solving 5			
	ANS: B	PTS:			Problem-Solving 5			
	ANS: A	PTS:			Problem-Solving 5			
5.	ANS: B	PTS:	1	REF:	Problem-Solving 5			
MUL	ГІРЬЕ СНОІ	CE						
1.		, you sol	ve a pr		odical and organize	d manner.		
	a. intuitive				both a. and b.			
	b. systematic			d.	neither a. nor b.			
	ANS: B	PTS:	1	REF:	Problem-Solving 2			
2.		include d	lilemn	nas, paradoxes, a	nd difficulties, such	as trouble performing tasks.		
	a. solutions			c.	C			
	b. problems			d.	actions			
	ANS: B	PTS:	1	REF:	Problem-Solving 2			
3.	is your k				ng to discover or lea	arn it, and it is typically your		
	a. Logic	o a problem of	quest		Intuition			
	b. Creativity			d.	Instinct			
	•		1					
	ANS: C	PTS:	1	REF:	Problem-Solving 2			

	you need to resolve			s, are ais	o affected by the problem or whose involvement		
	a. Shareholders				Stakeholders		
	b. Clients			d.	Users		
	ANS: C	PTS:	1	REF:	Problem-Solving 6		
5.	A problem is a clear, concise description of the problem and the effect you expect from the solution.						
	<ul><li>a. statement</li><li>b. sentence</li></ul>				document policy		
	ANS: A	PTS:	1	REF:	Problem-Solving 8		
6.		sualize a	complex pro		by creating a diagram.		
	a. hierarchical				true/false		
	b. spin			a.	cause-and-effect		
	ANS: D	PTS:	1	REF:	Problem-Solving 10		
7.	Complex problems	are those	that				
	a. have no clear boundaries				have no single optimal solution		
	b. are unique			d.	all of the above		
	ANS: D	PTS:	1	REF:	Problem-Solving 12		
8.	If the potential risk is significant enough, you might need to take a different approach altogether, which is called risk						
	a. openness				averaging		
					averaging management		
	a. openness	PTS:	1	d.			
9.	<ul><li>a. openness</li><li>b. avoidance</li><li>ANS: B</li><li>When working in a and follow the expense</li></ul>	company	y with a strong	d. REF: g set of c ch is call	management  Problem-Solving 14  ultural norms, it is easy to adopt popular opinions led the		
9.	<ul><li>a. openness</li><li>b. avoidance</li><li>ANS: B</li><li>When working in a and follow the expertance</li><li>a. bandwagon effer</li></ul>	company	y with a strong	d.  REF: g set of c ch is call	management  Problem-Solving 14  ultural norms, it is easy to adopt popular opinions led the both a. and b.		
9.	<ul> <li>a. openness</li> <li>b. avoidance</li> <li>ANS: B</li> <li>When working in a and follow the expertance</li> <li>a. bandwagon effet</li> <li>b. herd effect</li> </ul>	company ctations ct	y with a strong of others, whi	d.  REF: g set of c ch is call c. d.	management  Problem-Solving 14  ultural norms, it is easy to adopt popular opinions led the  both a. and b. neither a. nor b.		
	<ul> <li>a. openness</li> <li>b. avoidance</li> <li>ANS: B</li> <li>When working in a and follow the expera. bandwagon effet</li> <li>b. herd effect</li> <li>ANS: C</li> </ul>	company ctations ct PTS:	y with a strong of others, whi	d. REF: g set of c ch is call c. d. REF:	management  Problem-Solving 14  ultural norms, it is easy to adopt popular opinions led the  both a. and b. neither a. nor b.  Problem-Solving 16		
9.	<ul> <li>a. openness</li> <li>b. avoidance</li> <li>ANS: B</li> <li>When working in a and follow the experience</li> <li>a. bandwagon effect</li> <li>b. herd effect</li> <li>ANS: C</li> <li>Successful Web site</li> <li>by inviting the</li> </ul>	company ctations ct  PTS: s such a dir visitor	y with a strong of others, whi  1 s StumbleUpors to vote on re	d. REF: g set of c ch is call c. d. REF: n (www.	management  Problem-Solving 14  ultural norms, it is easy to adopt popular opinions led the both a. and b. neither a. nor b.  Problem-Solving 16  stumbleupon.com) and Digg (www.digg.com) use nded Web sites, articles, restaurants, photos, or		
	<ul> <li>a. openness</li> <li>b. avoidance</li> <li>ANS: B</li> <li>When working in a and follow the experance</li> <li>a. bandwagon effect</li> <li>b. herd effect</li> <li>ANS: C</li> <li>Successful Web site</li> </ul>	company ctations ct  PTS: s such a dir visitor	y with a strong of others, whi  1 s StumbleUpors to vote on re	d. REF: g set of c ch is call c. d. REF: n (www.	management  Problem-Solving 14  ultural norms, it is easy to adopt popular opinions led the both a. and b. neither a. nor b.  Problem-Solving 16  stumbleupon.com) and Digg (www.digg.com) use nded Web sites, articles, restaurants, photos, or		
	a. openness b. avoidance  ANS: B  When working in a and follow the expea. bandwagon effet b. herd effect  ANS: C  Successful Web site by inviting the videos, for example.	company ctations ct  PTS: s such a dir visitor	y with a strong of others, whi  1 s StumbleUpors to vote on re	d.  REF: g set of c ch is call c. d.  REF: n (www. ecomment	management  Problem-Solving 14  ultural norms, it is easy to adopt popular opinions led the both a. and b. neither a. nor b.  Problem-Solving 16  stumbleupon.com) and Digg (www.digg.com) use nded Web sites, articles, restaurants, photos, or s.		

Main problem: Decreasing tour sales

Criteria ⊷		Tour Value	Immediate Improvement	Customer Satisfaction	Score
[	Price	0	2	1	3
Subproblems -	Promotion	0	0	0	0
200hionieili2 -	Quality	1	0	1	2
	Frequency	2	1	2	5
Ratings of how well each solution Total of ratings for e					ach 🕳
could solve the subproblem subproblem					

11.	"Decreasing tour sale		_	ality, and frequency are of the main problem,
	<ul><li>a. subproblems</li><li>b. children</li></ul>		c. d.	spin-offs deviations
	ANS: A	PTS: 1	REF:	Problem-Solving 13
12.	Referring to the figur problems is called	_	vn a larş	ge, complex problem into smaller, solvable
	a. following the her		C.	divide and conquer
	b. setting the table			rank and responsibility
	ANS: C	PTS: 1		Problem-Solving 12
13.	Referring to the figur	e above, the best solut	tion for	this company is
	a. sending out more	promotion materials	c.	offering more frequent tours
	b. improving the qu	ality of the tours	d.	lowering the price of the tours
	ANS: C	PTS: 1	REF:	Problem-Solving 13
14.	When creating a prob description of the		the prol	blem for your audience by starting with a brief
	a. suggested solution	n	c.	budget constraints
	b. ideal situation			risks involved
	ANS: B	PTS: 1	REF:	Problem-Solving 7
15.		n our most popular Eur mple of the part		ours show no increase in enrollment, despite heavy blem statement.
	a. size and scope		c.	symptom
	b. problem summar	y	d.	consequences
	ANS: A	PTS: 1	REF:	Problem-Solving 7
		nsultant, has agreed to . Please answer the q		ne problem of low student test scores for a s below.
16.		problem for someone		ne first step Darcy should take is to
	a. give choices	··	c.	recognize opinions
	b. promote her solu	tion	d.	ask for advice
	ANS: D TOP: Critical Think	PTS: 1	REF:	Problem-Solving 7

17.	As she works on the solution, Darcy she stakeholders. It is suggested that she use and solutions.  a. e-mail	c. other	log of your conversations, ideas documents					
	b. memos	d. all of	the above					
	ANS: D PTS: 1 TOP: Critical Thinking	REF: Proble	em-Solving 6					
18.	<ul> <li>When presenting a final solution, Darcy should</li> <li>a. present one solution</li> <li>b. present many solutions, indicating which one she recommends</li> <li>c. present many solutions, without indicating which one she recommends</li> <li>d. none of the above</li> </ul>							
	ANS: B PTS: 1 TOP: Critical Thinking	REF: Proble	em-Solving 6					
MOD	DIFIED TRUE/FALSE							
1.	<u>Decisions</u> are choices you make when f	aced with a set of	options or alternatives.					
	ANS: T	PTS: 1	REF: Problem-Solvin	ng 2				
2.	A <u>cause</u> is evidence of a change, such as a decrease in revenue.							
	ANS: F, symptom							
	PTS: 1 REF: Problem-S	olving 10						
3.	A popular approach used to uncover and define problems is called 5 Whats.							
	ANS: F, Whys							
	PTS: 1 REF: Problem-S	olving 10						
4.	Any decision you make or solution you chance of loss or damage.	•		cure to a				
	ANS: T	PTS: 1	REF: Problem-Solvin	ng 14				
5.	When working in a company with a strong set of cultural norms, it is easy to adopt popular opinions and follow the expectations of others, which is called the <u>bandwagon</u> effect.							
	ANS: T	PTS: 1	REF: Problem-Solvin	ng 16				
6.	A <u>crowd-serving</u> bias is anything that le	ads you to see the	data as you most want it to app	ear.				
	ANS: F, self-serving							

7.	<u>Clientsourcing</u> is a term coined by Jeff Howe in Wired magazine to characterize a way of using groups to solve problems.						
	ANS: F, Crowdsourcing						
	PTS: 1 REF: Problem-Solving 18						
8.	When developing a problem statement, describe <u>subjective</u> symptoms of the problem that others can observe.						
	ANS: F, objective						
	PTS: 1 REF: Problem-Solving 8						
9.	When gathering information, focus on objective facts. Ask "what?" not "who?"						
	ANS: T PTS: 1 REF: Problem-Solving 4						
10.	<u>Stakeholders</u> are people who are also affected or whose involvement you need to resolve the matter.						
	ANS: T PTS: 1 REF: Problem-Solving 6						
ESSA	Y						
1.	Briefly describe these three common problem-solving traps: positive outcome bias, the bandwagon effect, and a self-serving bias.						
	ANS: The positive outcome bias: Be aware of the symptoms of overconfidence: underestimating how long it will take to complete a task; overestimating the likelihood of something that you hope will occur; or being overly optimistic about your decisions and answers to questions.						
	The bandwagon effect: Organizations develop a unique culture and set of values that favor certain actions and behaviors. When working in a company with a strong set of cultural norms, it is easy to adopt popular opinions and follow the expectations of others, which is called the bandwagon effect.						
	Avoid self-serving bias: A self-serving bias is anything that leads you to see the data as you most want it to appear. You might make decisions or pursue solutions that suit your personal preferences. When you start to work on a problem, ask yourself if a particular outcome, solution, or choice is especially appealing to you. If so, try to be aware of it as you proceed.						
	PTS: 1 REF: Problem-Solving 16 TOP: Critical Thinking						
2.	Please describe the difference of solving a problem using a systematic approach versus an intuitive approach. In what type of situation is each method the most appropriate?						

PTS: 1

ANS:

REF: Problem-Solving 16

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When you are systematic, you solve a problem in a methodical and organized manner. Systematic Problem-Solving takes a reasoned, rational approach and is appropriate for larger, more complicated problems or situations that involve a lot of risk.

When you solve a problem intuitively, you react immediately and instinctively, without following a particular procedure. This reactive approach is well suited to situations where you need to make a quick decision or solve a routine problem. In those cases, you can often use your common sense to decide on a solution.

PTS: 1 REF: Problem-Solving 2 TOP: Critical Thinking