

1. What is decision making?
 - A) An analysis of a situation
 - B) Related to evaluation
 - C) Choosing between courses of action
 - D) Finding the cause of a problem

2. What is a weakness of the traditional problem-solving model?
 - A) The amount of time needed for implementation
 - B) Its lack of a step requiring evaluation of results
 - C) Its failure to gather sufficient data
 - D) Its failure to evaluate alternatives

3. Which of the following statements is true regarding decision making?
 - A) Scientific methods provide identical decisions by different individuals for the same problems.
 - B) Decisions are greatly influenced by each person's value system.
 - C) Personal beliefs can be adjusted for when the scientific approach to problem solving is used.
 - D) Past experience has little to do with the quality of the decision.

4. What most often influences the quality of a decision?
 - A) The decision maker's immediate superior
 - B) The type of decision that needs to be made
 - C) Questions asked and alternatives generated
 - D) The time of day the decision is made

5. What does knowledge about good decision making lead one to believe?
 - A) Good decision makers are usually right-brain, intuitive thinkers.
 - B) Effective decision makers are sensitive to the situation and to others.
 - C) Good decisions are usually made by left-brain, logical thinkers.
 - D) Good decision making requires analytical rather than creative processes.

6. What is the best definition of decision making?
 - A) The planning process of management
 - B) The evaluation phase of the executive role
 - C) Present in all phases of the management process
 - D) Required to justify the need for scarce items

7. Decision making is triggered by a problem. When does it end?
 - A) An alternative problem
 - B) A chosen course of action
 - C) An action that guarantees success
 - D) A restatement of the solution

8. Why do our values often cause personal conflict in decision making?
 - A) What is good for one is too good for another.
 - B) Some people have better values than others.
 - C) Our values never change.
 - D) Our values often collide with one another.

9. What is critical thinking?
 - A) Is a simple approach to decision making
 - B) Is narrower in scope than decision making
 - C) Requires reasoning and creative analysis
 - D) Is a synonym for the problem-solving process

10. When do most managers make the majority of their decisions?
 - A) After gathering all the facts
 - B) In a manner good enough to solve the problem
 - C) In a rational manner
 - D) After generating all the alternatives possible

11. What needs to be considered in evaluating the quality of one's decisions?
 - A) Is not necessary if the decision maker has used a good model
 - B) Can be eliminated if the problem is resolved
 - C) Lets the decision maker know if he or she is a good manager
 - D) Should be done as a way to increase one's skill as a decision maker

12. In an organization what does the powerful do?
 - A) Should have no influence on decisions that are made
 - B) Usually have decisions made that are in congruence with their own values
 - C) Usually allow others to make the decisions however they wish
 - D) Usually make all the important decisions themselves

13. One of the nurses on the unit said, "Male patients have a low threshold for pain." What is this type of illogical thinking?
 - A) Affirming the consequences
 - B) Arguing from analogy
 - C) Deductive reasoning
 - D) Overgeneralizing

14. What effect of organizational power on decision making is often reflected in the tendency of staff?
 - A) Make decisions independent of organizational values
 - B) Not trust others to decide
 - C) Desire personal power
 - D) Have private beliefs that are separate from corporate ones

15. What does a decision grid allow the decision maker to do?
 - A) Examine alternatives visually and compare each against the same criteria
 - B) Quantify information
 - C) Plot a decision over time
 - D) Predict when events must take place to complete a project on time

16. What is management decision-making technology?
 - A) Is subject to human error
 - B) Ensures good decision making
 - C) Eliminates uncertainty and risk
 - D) Wastes management time

17. What is heuristics?
 - A) Discrete, conscious process to allow individuals to solve problems quickly
 - B) Set of rules to encourage learners to discover solutions for themselves
 - C) Formal process and structure in the decision-making process
 - D) Trial and error method or rules of thumb approach

18. What is an economic man?
- A) Never has complete knowledge and generates few alternatives
 - B) Makes decisions that may not be ideal but result in solutions that have an adequate outcome
 - C) Most management decisions are made using the administrative man model of decision making
 - D) These managers gather as much information as possible and generate many alternatives
19. What is a characteristic of a left-brain thinker?
- A) Creative
 - B) Intuitive
 - C) Analytical
 - D) Holistic
20. It has been suggested that there are four different thinking styles based on brain dominance. What type of brain dominance creates a management style that is highly organized and detail oriented?
- A) Upper left brain
 - B) Upper right brain
 - C) Lower left brain
 - D) Lower right brain

Answer Key

1. C
2. A
3. B
4. C
5. B
6. C
7. B
8. D
9. C
10. B
11. D
12. B
13. D
14. D
15. A
16. A
17. A
18. D
19. C
20. C