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