

Question 1

Which activity does not belong in Phase 1 of the MPSM/ABP; the problem identification?

- A: Expressing the problem in terms of variables
- B: Choosing a core problem
- C: Making a plan for the problem approach
- D: Identifying problems in the problem context

Question 2

If you construct five-point scales for expressing (depicting) the scores on the various attributes of options during a decision-making process, what is the measurement level of these scales?

- A: Nominal
- B: Ordinal
- C: Interval
- D: Ratio

Question 3

What is an advantage of using non-compensatory attributes when making a decision?

- A: Using non-compensatory attributes limits the number of attributes to be taken into consideration
- B: Using non-compensatory attributes limits the number of attributes for which exact scores and weights have to be determined to be taken into consideration
- C: Using non-compensatory attributes limits the number of options to be taken into consideration
- D: Using non-compensatory attributes has no advantages and hence should be avoided if possible

Question 4

The MoSCoV-rules are an aid during decision making to determine

- A: The options
- B: The attributes
- C: The attribute scores
- D: The attribute weights

Question 5

Which of the creative techniques covered in the book gives the participants the least amount of freedom in the way they arrive at ideas for solutions of problems, in the sense that they must follow the largest number of prescribed steps?

A: Brainstorming

B: Synectics

C: Morphology

D: All creative techniques treated in 'Geen probleem' give the participants the same amount of freedom.

Question 6

Is the Managerial Problem Solving Method (ABP):

A: An approach in which creativity is systemized

B: An approach to increase creativity

C: An approach in which creativity can be integrated in the various phases

D: An approach in which creativity must be limited as much as possible

Question 7

Consider the following statements:

I: A problem cluster consists of objects and relationships, a model of a knowledge problem consists of variables and relationships.

II: A problem cluster represents what you are sure enough to assume, a model of a knowledge problems represents what you do not know.

Which statement(s) is/are correct?

A: Both statements are correct

B: Statement I is correct, statement II is not correct

C: Statement I is not correct, statement II is correct

D: Both statements are not correct

Question 8

When you have identified a problem with the help of the MPSM, and immediately after that you make the norm equal to the reality, which phase of the MPSM must be executed after that?

- A: No phase at all
- B: Phase 2; after all that one comes after the problem identification phase
- C: All phases; otherwise you get stuck halfway when you are solving the problem
- D: That is up to you, as long as you eventually execute all phases.

Question 9

Consider the following two situations:

I: Stanley must double the production of hamburgers by order of his employer

B: Oliver looks at the weather forecast in order to find out whether it will likely be raining tomorrow in Cornwall

Which situation(s) is (are) an action problem?

- A: Both situations
- B: Situation 1 is, situation 2 is not
- C: Situation 1 is not, situation 2 is
- D: Neither of these situations

Question 10

Consider the following research result.

More and more companies want their employees to be reachable 24 hours a day in case of emergencies. This is clear from the increasing number of companies that give their employees a mobile phone as a Christmas gift.

What is the research population in this research result?

- A: Companies
- B: Employees
- C: The number of companies that want their employees to be reachable 24 hours a day
- D: The number of companies that give their employees a mobile phone as a Christmas gift

Question 11

Consider the following problems

Problem 1

Norm: the productivity per employee per week must be 2000 Euro per week at cigar manufacturer Blue Air.

Actual situation: The revenue per employee lagged below the target 5 to 10% during the last six months.

Problem owner: The Human Resource manager

Problem 2

Which instruments do cigar manufacturers with 50 to 200 employees use in order to raise the productivity of their employees?

Which of these two problems is formulated correctly?

- A: Both problem 1 and problem 2 are formulated correctly
- B: Problem 1 is formulated correctly, problem 2 is not
- C: Problem 2 is formulated correctly, problem 1 is not
- D: Both problem 1 and problem 2 are not formulated correctly

Question 12

Which activity does not belong in phase 3 of the MPSM (the problem analysis)?

- A: Finding causes of the core problem
- B: Determining relationships between variables
- C: Looking for alternative solutions
- D: Conducting explanatory research

Question 13

The Managerial Problem Solving Method was developed to accommodate various weaknesses of existing methods. Which of the following weaknesses is not a weakness of existing methods in the sense that it is not mentioned in the book?

- A: Other methods are often focused on a small area (monodisciplinary) and not on multidisciplinary management problems.
- B: Other methods are often too complex for managers to use in practice.
- C: Other methods focus on theoretical problems.
- D: The focus of other methods is limited to the problem itself and often does not extend to the organizational context.

Question 14

Which element is not part of the problem definition of a knowledge problem?

- A. A variable
- B. A relationship
- C. A norm.
- D. A research population

Question 15

Which question do you address when making a research design?

- A: Which action problem do I want to solve?
- B: Which knowledge problem do I want to investigate?
- C: How do I want to perform/execute my research?
- D: Which indicators do I choose for the variables in which I express my core problem?

Question 16

In the Managerial Problem Solving Method (MPSM) one of the phases is evaluation. Often, evaluation is not taken very seriously or it even is ignored. Which of the causes of this treatment listed below is not correct?

- A: Goals are often formulated so vaguely that it is almost impossible to identify the desired effects, let alone to compare them with the effects that actually occur
- B: Actors do not believe that the benefits of evaluation are worth the effort
- C: An evaluation seldom adds anything to the scientific body of knowledge
- D: There usually is little motivation for reconsidering an solution that has already been implemented

Question 17

The relationships in a problem cluster are always

- A: Deterministic
- B: Symmetric
- C: Normative
- D: Causal

Question 18

Consider the following two problems:

- I: How can lamp factory Frederics best be re-organized?
- II: Make a plan how to increase the revenues of lamp factory Frederics by 10%

Which statement is correct?

- A: Both problems are knowledge problems
- B: Problem I is a knowledge problem and problem II is an action problem
- C: Problem II is a knowledge problem and problem I is an action problem
- D: Both problems are action problems



Question 19

If, when solving an action problem by using the Managerial Problem Solving Method, you need knowledge and you switch to the research cycle (onderzoekscyclus), which phase of the research cycle do you address first?

- A: Formulating the research goal
- B: Formulating the problem statement
- C: Formulating the research questions
- D: Formulating the research design

Question 20

Consider the following problem:

Financial analysts working for banks are insufficiently capable of accurately predicting stock prices, in the sense that predicted stock prices deviate too much from the actual stock prices.

What is the indicator in this problem?

- A: Predictions made by financial analysts working for banks
- B: The capability of financial analysts working for banks to accurately predict stock prices
- C: Financial analysts working for banks
- D: The difference between predicted and actual stock prices

Question 21

Building contractor Simply Inc. gets a lot of complaints lately about leakages in houses built by the company. Intern Johnny Simple gets the assignment to find out to what extent these complaints are indeed caused by leakages or by, for example, accumulation of condensation water, so that appropriate measures can be taken. There is no doubt that the patches of moisture on ceilings and walls that the inhabitants of the houses complain about are really there.

Obviously, Johnny's research project is meant to contribute to the solving of an action problem. In which phase of the MPSM/ABP that is used for solving the problem indicated in the above description should Johnny's research take place?

- A: In phase 1 (problem identification)
- B: In phase 2 (planning problem solving approach)
- C: In phase 3 (problem analysis)
- D: In phase 4 (generating solutions)

Question 22

In which phases of the MPSM (ABP) is it allowed to formulate knowledge problems? Choose the best answer.

- A: In phases 1 and 3 of the MPSM
- B: In phases 1, 2 and 3 of the MPSM
- C: In phases 1, 2, 3 and 4 of the MPSM
- D: In phases 1, 2, 3, 4, 6 and 7 of the MPSM

Question 23

Fast-food chain TCE (the Total Chips Experience) is confronted with sharply declining sales. Therefore, the management wants to revamp the product line, focusing it on employees that desire a healthy, refreshing warm lunch of chips with mayonnaise. The management is considering the following products:

- Chips that can be swallowed without chewing, so that less working time is lost
- Hamburgers with a stimulating drug, so as to prevent an after-lunch dip.

Researcher Harco Silly is to investigate the needs and wishes of clients. The results will help the management decide whether the new products will be introduced.

What is Harco's problem statement about (phase 2 of the research cycle)?

- A: Providing the management with the information they need to decide on a solution
- B: Investigate how (un)healthy meals consisting of chips with mayonnaise are
- C: Finding out the needs and wishes of the clients
- D: Investigate whether groups of clients with their own needs and wishes can be distinguished

Question 24

Consider the following problems:

I. The sickness absence rate at a steel mill is 8%. The national sickness absence average of all sectors in the Netherlands is 5%. The European average is 3%.

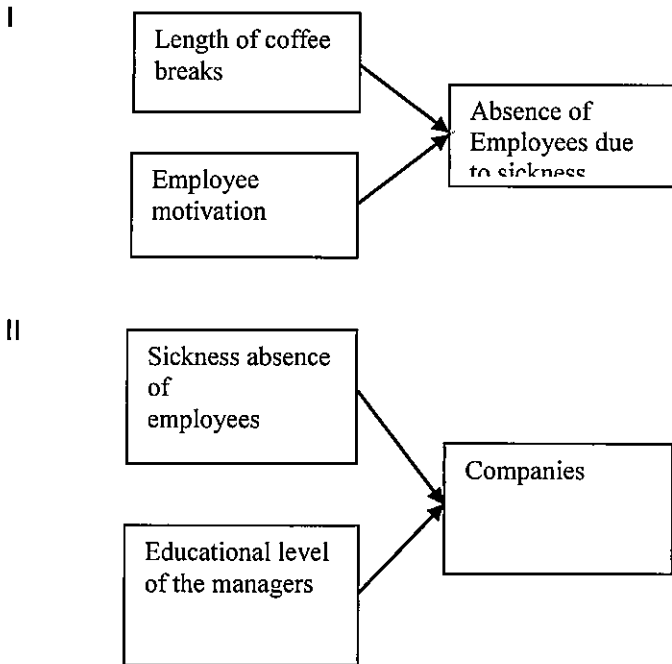
II. The management of a local radio station thinks that the advertisements they broadcast daily should bring in 100,000 Euros. However, earnings are currently only 80,000 Euros per day.

Which of the problems have been correctly described, in the sense that the elements of the General Business Administration Problem Approach (*Algemene Bedrijfskundige Probleemaanpak* - ABP) have been correctly incorporated in it?

- A. Both problems are described correctly
- B. Problem I is described correctly but problem II is not
- C. Problem II is described correctly but problem I is not
- D. Neither problem is described correctly

Question 25

Which of the following figures has the characteristics of a model mentioned under 'No Problem'?



- A. Only figure I meets the conditions of a model
- B. Only figure II meets the conditions of a model
- C. Figure I and II both meet the conditions of a model
- D. Neither figure meets the conditions of a model

Question 26

A researcher has identified a relationship between variables A and B (A causes B) and wants to know if this is a causal relationship. Which of the following characteristics is not a condition for causality?

- A. A always precedes B
- B. The variation in B that the researcher wishes to explain may only be caused by A
- C. An increase or decrease in A must be matched by exactly the same increase or decrease in B
- D. If the value of A changes then the value of B must also change

Question 27

A variable is a:

- A. Characteristic
- B. Problem owner
- C. Indicator
- D. Research topic

Question 28

Consider the following table:

	Creative approach	Rational/systematic approach
Likelihood of a brilliant solution that nobody has ever thought of before.	Cell 1	Cell 2
Likelihood of failure, among other things due to procedural errors.	Cell 3	Cell 4

What will be the values in the cells? NB: the concepts of 'high' and 'low' do not apply in the absolute sense but rather only in the relative sense.

- A. Cell 1 and 2: relatively high; cell 3 and 4: relatively low
- B. Cell 1 and 3: relatively high; cell 2 and 4: relatively low
- C. Cell 1 and 4: relatively high; cell 2 and 3: relatively low
- D. Cell 1 and 4: relatively low; cell 2 and 3: relatively high

Question 29

A huge meteor is currently racing towards the University of Twente. The time to impact is 10 seconds, when the University will be wiped off the face of the earth, with you and your nearly completed exam in it.

Before you read this question, did you have an action problem?

- A. Yes, in 10 seconds' time I will no longer exist and I will never know if I would have passed this exam
- B. No, I cannot think of any action with which I could save myself or prevent the meteor from striking
- C. Yes, the University of Twente was not evacuated in time
- D. No, I did not know that the meteor existed before I read this question

Question 30

Which of the elements of each of the attributes that determine the attractiveness of an alternative is the same for all the alternatives that are considered?

- A. The score
- B. The weight
- C. The indicator
- D. None of the elements is the same for all the alternatives
