

Question 1

Observe the following two statements:

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

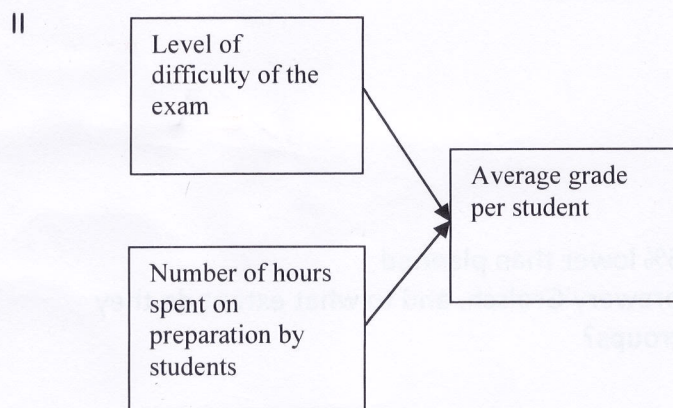
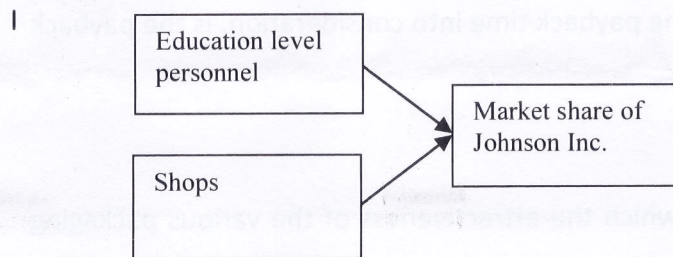
II: A problem cluster depicts that what you are sure enough to take as facts, a model of a knowledge problem depicts what you do not know

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 2

Which of the following figures depicts the structure of a model, (satisfies the requirements for a model as defined in the book)?



- A: Only figure I satisfies the requirements for a model
- B: Only figure II satisfies the requirements for a model
- C: Both Figure I and Figure II satisfy the requirements for a model
- D: Neither Figure I nor Figure II satisfies the requirements for a model

Question 3

When assessing the attractiveness of options, attribute scores are expressed in a scale, for example from 1 to 5, instead of in exact numbers. For example, the score on the attribute 'maximum speed of the car' gets score 1 for 'less than 120 km/h' and 2 for 'between 120-140 km/h'.

Why are scales used and not the exact numbers?

- A: Because attribute scores are sometimes not exactly known
- B: Because this makes it possible to aggregate scores and weights to a total score for 'attractiveness' (by multiplying and adding up).
- C: Because weights generated with pairwise comparison (for example an impact matrix) are also expressed in a scale (rank order)
- D: Because attribute scores sometimes cannot be measured exactly

Question 4

The bad labor conditions in hamburger factory No Waste cause a high level of absenteeism. A consultant hired by the management suggests the following solution: replace the packaging machines. Several manufacturers can supply these machines. During the selection process of the new machines, the management takes the payback time into consideration. Is the payback time:

- A: An indicator of the norm of the problem
- B: An indicator of the actual situation
- C: An indicator of one of the attributes by which the attractiveness of the various packaging machines is assessed
- D: An indicator of the solution implementation strategy

Question 5

Consider the following two problems:

- I: Last year's profit of brewery Grolsch was 5% lower than planned
- II: Which information systems are in use at brewery Grolsch, and to what extent do they fulfill the requirements of the various user groups?

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 6

Consider the following statements:

I: The brand of your new laptop is a nominal variable

II: The number of students in the lecturing room is an interval variable

A: Both statements are correct

B: I is correct, II is not correct

C: II is correct, I is not correct

D: Both statements are not correct

Question 7

Consider the following statements

I: The scientific quality of research depends on its validity and reliability

II: External validity concerns the question whether the research design and the measuring instruments are of good quality

A: Both statements are correct

B: I is correct, II is not correct

C: II is correct, I is not correct

D: Both statements are not correct

Question 8

Which of the following statements is not correct?

A: Morphology is a good way to assign weights to criteria

B: A score of a conjunction variable that is beneath the threshold can never be compensated for by a high score on another conjunction criterion

C: A problem cluster is used for identifying the core problem, a model is used to visualize a knowledge problem

D: It is never allowed to take the cause of an action problem as an indicator of that action problem

Question 9

Consider the following statements:

I: 'Color of a car' is an ordinal variable

II: The temperature in the lecturing room is an interval variable

A: Both statements are correct

B: I is correct, II is not correct

C: II is correct, I is not correct

D: Both statements are not correct

Question 10

Consider the following statement:

I like Chinese food because it is much spicier than Italian food

This is a statement about

A: An attribute score

B: An attribute weight

C: A conjunction value (conjunctiewaarde)

D: A conjunction attribute

Question 11

Consider the following statements about validity of a research project

I: Internal validity concerns the question whether the research design (onderzoeksontwerp) and the measuring instruments are adequate for the purpose of the research

II: External validity concerns the question whether the concepts that are used in the research are correctly defined

A: Both statements are correct

B: I is correct, II is not correct

C: II is correct, I is not correct

D: Both statements are not correct

Question 12

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 13

Which statement is not correct?

- A: When the problem-owner is unable to exercise any influence over a problem, that problem cannot be the core problem
- B: A knowledge problem is best formulated as a question
- C: 'Realizing too little profit' can be a core problem, but it hardly ever is
- D: A core problem always is a knowledge problem

Question 14

On which aspects do the systematic and the creative problem-solving approach differ from each other, according to the book?

- A: Complexity and usefulness
- B: Chances of a very good/very bad versus an adequate result
- C: Level of scientific rigor and usefulness
- D: Level of validity and reliability

Question 15

KLM wants to acquire a new aircraft for scheduled services to the United States. The airline sets the following requirements for the new plane:

- I: Fuel consumption per passenger per kilometer: as low as possible
- II: Range (the distance that the aircraft can fly): 6.500 kilometers or more.
- III: The higher the passenger comfort, the better
- IV: The aircraft with the lowest acquisition price will be bought, as long as all aircraft offered to KLM have identical scores on all other points

Which of these criteria is a conjunction (non-compensatory) criterion?

- A: I
- B: II
- C: III
- D: IV

Question 16

Is the Managerial Problem Solving Method:

- A: A creative approach in which systematic detours can be taken
- B: A systematic approach in which creative detours can be taken
- C: A creative approach to integrate different creative methods
- D: A creative research approach

Question 17

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 18

What language is spoken in the Managerial Problem Solving Method?

- A: Scientific language
- B: Symbolic language
- C: Street language
- D: Variable language

Question 19

When you have a problem but you decide not to solve it, what is it that you do according to the MPSM, explicitly or implicitly?

- A: You search for another problem
- B: You adjust the norm
- C: You take new indicators for your variable
- D: Nothing at all

Question 20

Which of the following questions could be discussed during the problem analysis phase of the MPSM when the core problem is: the production of sausages is inefficient?

- A: What is the relationship between the extent to which the raw materials are delivered on time and the utilization rate of the machines?
- B: Which new grinding machine should be purchased?
- C: Why have the old de-boning machines never been replaced although they have been plagued with defects for years?
- D: Two of the three questions could be discussed.

Question 21

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 22

When an indicator is derived from a variable, the most important difference between the variable and the indicator is always:

- A: The test level
- B: The range of the values that are measured
- C: The internal validity of the measured values
- D: The measurability

Question 23

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.

In this research result there is a variable and there is an indicator of that variable. What is the indicator 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 24

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

- A: Analyzing the attractiveness of possible solutions
- B: Analyzing the causes of the problem
- C: Conducting exploratory research
- D: Conducting explanatory research

Question 25

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?

- 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 26

Which element belongs in an action problem but does not belong in a knowledge problem?

- A: A norm
- B: A variable
- C: An object
- D: An indicator

Question 27

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 28

Which activity does not belong in phase 4 of the MPSM (generating alternative solutions)?

- A: Determining instruments for solving the problem
- B: Choosing a solution
- C: Scoring the alternatives on pros and cons
- D: Determining possible effects of the solutions in various future scenarios

Question 29

Which of the statements below is correct?

- A: An object is a characteristic of a variable
- B: An indicator is a variable made measurable
- C: A variable is a characteristic of an indicator
- D: An indicator is an object made measurable

Question 30

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
