

Name _____

[/answer-key-test-bank-illustrated-course-guides-problem-solving-3e](#)

Class _____

Date _____

Part 1: Identifying and Defining Problems

1. A problem is the difference between the current state and where you want to be.

- a. True
- b. False

ANSWER: True
POINTS: 1
REFERENCES: Problem-Solving 2
QUESTION TYPE: True / False
HAS VARIABLES: False
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2. Inertia means acting on a problem, when you are very familiar with it.

- a. True
- b. False

ANSWER: False
POINTS: 1
REFERENCES: Problem-Solving 4
QUESTION TYPE: True / False
HAS VARIABLES: False
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3. The opinions and assumptions that your problem owner, stakeholders, and other important people hold are important factors in the success of your solution.

- a. True
- b. False

ANSWER: True
POINTS: 1
REFERENCES: Problem-Solving 6
QUESTION TYPE: True / False
HAS VARIABLES: False
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4. The purpose of a problem statement is to find the problem cause and to define the solution.

- a. True
- b. False

ANSWER: False
POINTS: 1
REFERENCES: Problem-Solving 8
QUESTION TYPE: True / False
HAS VARIABLES: False

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5. A cause is the reason for or the origin (root) of a change, such as customers being unable to afford travel vacations.

- a. True
- b. False

ANSWER: True
POINTS: 1
REFERENCES: Problem-Solving 10
QUESTION TYPE: True / False
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6. Attacking the root cause of a problem is always the best approach.

- a. True
- b. False

ANSWER: False
POINTS: 1
REFERENCES: Problem-Solving 10
QUESTION TYPE: True / False
HAS VARIABLES: False
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7. Testing a solution involves trying it on a small or limited basis.

- a. True
- b. False

ANSWER: True
POINTS: 1
REFERENCES: Problem-Solving 14
QUESTION TYPE: True / False
HAS VARIABLES: False
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8. Open-science Problem-Solving is a form of outsourcing.

- a. True
- b. False

ANSWER: False
POINTS: 1
REFERENCES: Problem-Solving 18

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9. A fishbone diagram is good for brainstorming, but does not show cause-and-effect.

- | | |
|----|-------|
| a. | True |
| b. | False |

<i>ANSWER:</i>	False
<i>POINTS:</i>	1
<i>REFERENCES:</i>	Problem-Solving 10-11
<i>QUESTION TYPE:</i>	True / False
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10. In an organization, a(n) _____ is an obstacle that stands in the way of achieving a desired goal.

<i>ANSWER:</i>	problem
<i>POINTS:</i>	1
<i>REFERENCES:</i>	Problem-Solving 2
<i>QUESTION TYPE:</i>	Completion
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11. People usually solve problems in one of two ways: _____ or systematically.

<i>ANSWER:</i>	intuitively
<i>POINTS:</i>	1
<i>REFERENCES:</i>	Problem-Solving 2
<i>QUESTION TYPE:</i>	Completion
<i>HAS VARIABLES:</i>	False
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12. _____ are choices you make when faced with a set of options or alternatives.

<i>ANSWER:</i>	Decisions
<i>POINTS:</i>	1
<i>REFERENCES:</i>	Problem-Solving 2
<i>QUESTION TYPE:</i>	Completion
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13. When you solve a problem for someone else, you assume the responsibility for developing a satisfactory solution for them, the _____.

ANSWER: problem owners
POINTS: 1
REFERENCES: Problem-Solving 6
QUESTION TYPE: Completion
HAS VARIABLES: False
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14. To link a problem to its cause, you must perform a _____ analysis, a study that determines the real basis for the problem.

ANSWER: root-cause
POINTS: 1
REFERENCES: Problem-Solving 10
QUESTION TYPE: Completion
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15. When you are _____, you solve a problem in a methodical and organized manner.

- a. intuitive
- b. systematic
- c. both a. and b.
- d. neither a. nor b.

ANSWER: b
POINTS: 1
REFERENCES: Problem-Solving 2
QUESTION TYPE: Multiple Choice
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16. Variations on _____ include dilemmas, paradoxes, and difficulties, such as trouble performing tasks.

- a. solutions
- b. problems
- c. arguments
- d. actions

ANSWER: b
POINTS: 1
REFERENCES: Problem-Solving 2
QUESTION TYPE: Multiple Choice
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17. _____ is your knowledge of something without having to discover or learn it, and it is typically your first reaction to a

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problem or question.

- | | |
|--------------|---------------|
| a. Logic | b. Creativity |
| c. Intuition | d. Instinct |

ANSWER:	c
POINTS:	1
REFERENCES:	Problem-Solving 2
QUESTION TYPE:	Multiple Choice
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18. _____ are people who, like problem owners, are also affected by the problem or whose involvement you need to resolve the matter.

- | | |
|-----------------|------------|
| a. Shareholders | b. Clients |
| c. Stakeholders | d. Users |

ANSWER:	c
POINTS:	1
REFERENCES:	Problem-Solving 6
QUESTION TYPE:	Multiple Choice
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19. A problem _____ is a clear, concise description of the problem and the effect you expect from the solution.

- | | |
|--------------|-------------|
| a. statement | b. sentence |
| c. document | d. policy |

ANSWER:	a
POINTS:	1
REFERENCES:	Problem-Solving 8
QUESTION TYPE:	Multiple Choice
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20. A popular way to visualize a complex problem is by creating a _____ diagram.

- | | |
|-----------------|---------------------|
| a. hierarchical | b. spin |
| c. true/false | d. cause-and-effect |

ANSWER:	d
POINTS:	1
REFERENCES:	Problem-Solving 10
QUESTION TYPE:	Multiple Choice
HAS VARIABLES:	False

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21. Complex problems are those that ____.

- a. have no clear boundaries
- b. are unique
- c. have no single optimal solution
- d. all of the above

ANSWER: d

POINTS: 1

REFERENCES: Problem-Solving 12

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

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22. If the potential risk is significant enough, you might need to take a different approach altogether, which is called risk ____.

- a. openness
- b. avoidance
- c. averaging
- d. management

ANSWER: b

POINTS: 1

REFERENCES: Problem-Solving 14

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

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23. 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 ____.

- a. bandwagon effect
- b. herd effect
- c. both a. and b.
- d. neither a. nor b.

ANSWER: c

POINTS: 1

REFERENCES: Problem-Solving 16

QUESTION TYPE: Multiple Choice

HAS VARIABLES: False

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24. Successful Web sites such as StumbleUpon (www.stumbleupon.com) and Digg (www.digg.com) use ____ by inviting their visitors to vote on recommended Web sites, articles, restaurants, photos, or videos, for example, by submitting links or reviews.

- a. herding
- b. crowdsourcing
- c. outsourcing
- d. crowd control

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ANSWER: b
POINTS: 1
REFERENCES: Problem-Solving 18
QUESTION TYPE: Multiple Choice
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25. Breaking down a large, complex problem into smaller, solvable problems is called ____.

- | | |
|-----------------------|----------------------------|
| a. following the herd | b. setting the table |
| c. divide and conquer | d. rank and responsibility |

ANSWER: c
POINTS: 1
REFERENCES: Problem-Solving 12
QUESTION TYPE: Multiple Choice
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26. When creating a problem statement, frame the problem for your audience by starting with a brief description of the ____.

- | | |
|-----------------------|--------------------|
| a. suggested solution | b. ideal situation |
| c. budget constraints | d. risks involved |

ANSWER: b
POINTS: 1
REFERENCES: Problem-Solving 8
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
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27. The statement, “Even our most popular European tours show no increase in enrollment, despite heavy promotion” is an example of the ____ part of a problem statement.

- | | |
|-------------------|--------------------|
| a. size and scope | b. problem summary |
| c. symptom | d. consequences |

ANSWER: a
POINTS: 1
REFERENCES: Problem-Solving 9
QUESTION TYPE: Multiple Choice
HAS VARIABLES: False
DATE CREATED: 5/3/2016 3:59 PM
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Part 1: Identifying and Defining Problems

Darcy, an outside consultant, has agreed to solve the problem of low student test scores for a neighborhood school. Please answer the questions below.

28. Since she is solving a problem for someone else, the first step Darcy should take is to ____.

- a. give choices
- b. promote her solution
- c. recognize opinions
- d. ask for advice

ANSWER:

d

POINTS:

1

REFERENCES:

Problem-Solving 6

QUESTION TYPE:

Multiple Choice

HAS VARIABLES:

False

PREFACE NAME:

Case A-1

TOPICS:

Critical Thinking

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29. As she works on the solution, Darcy should communicate regularly with problem owners and stakeholders. It is suggested that she use ____ to create a log of your conversations, ideas, alternatives, and solutions.

- a. e-mail
- b. memos
- c. other documents
- d. all of the above

ANSWER:

d

POINTS:

1

REFERENCES:

Problem-Solving 6

QUESTION TYPE:

Multiple Choice

HAS VARIABLES:

False

PREFACE NAME:

Case A-1

TOPICS:

Critical Thinking

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30. When presenting a final solution, Darcy should ____.

- a. present one solution
- b. present many solutions, indicating which one she recommends
- c. present many solutions, without indicating which one she recommends
- d. none of the above

ANSWER:

b

POINTS:

1

REFERENCES:

Problem-Solving 6

QUESTION TYPE:

Multiple Choice

HAS VARIABLES:

False

PREFACE NAME:

Case A-1

TOPICS:

Critical Thinking

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31. Decisions are choices you make when faced with a set of options or alternatives. _____

ANSWER: True
 POINTS: 1
 REFERENCES: Problem-Solving 2
 QUESTION TYPE: Modified True / False
 HAS VARIABLES: False
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32. A cause is evidence of a change, such as a decrease in revenue. _____

ANSWER: False - symptom
 POINTS: 1
 REFERENCES: Problem-Solving 10
 QUESTION TYPE: Modified True / False
 HAS VARIABLES: False
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33. A popular approach used to uncover and define problems is called 5 Whats. _____

ANSWER: False - Whys
 POINTS: 1
 REFERENCES: Problem-Solving 10
 QUESTION TYPE: Modified True / False
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34. Any decision you make or solution you implement involves some risk, which is an exposure to a chance of loss or damage. _____

ANSWER: True
 POINTS: 1
 REFERENCES: Problem-Solving 14
 QUESTION TYPE: Modified True / False
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35. 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. _____

ANSWER: True
 POINTS: 1

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REFERENCES:	Problem-Solving 16
QUESTION TYPE:	Modified True / False
HAS VARIABLES:	False
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36. A crowd-serving bias is anything that leads you to see the data as you most want it to appear.

ANSWER:	False - self-serving
POINTS:	1
REFERENCES:	Problem-Solving 16
QUESTION TYPE:	Modified True / False
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37. Clientsourcing is a term coined by Jeff Howe in Wired magazine to characterize a way of using groups to solve problems.

ANSWER:	False - Crowdsourcing
POINTS:	1
REFERENCES:	Problem-Solving 18
QUESTION TYPE:	Modified True / False
HAS VARIABLES:	False
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38. When developing a problem statement, describe subjective symptoms of the problem that others can observe.

ANSWER:	False - objective
POINTS:	1
REFERENCES:	Problem-Solving 8
QUESTION TYPE:	Modified True / False
HAS VARIABLES:	False
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39. When gathering information, focus on objective facts. Ask “what?” not “who?”

ANSWER:	True
POINTS:	1
REFERENCES:	Problem-Solving 4
QUESTION TYPE:	Modified True / False
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40. Stakeholders are people who are also affected or whose involvement you need to resolve the matter.

ANSWER: True
POINTS: 1
REFERENCES: Problem-Solving 6
QUESTION TYPE: Modified True / False
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41. Briefly describe these three common problem-solving traps: positive outcome bias, the bandwagon effect, and a self-serving bias.

ANSWER: 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.

POINTS: 1
REFERENCES: Problem-Solving 16
QUESTION TYPE: Essay
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TOPICS: Critical Thinking
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42. 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?

ANSWER: 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.

POINTS: 1

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REFERENCES: Problem-Solving 2

QUESTION TYPE: Essay

HAS VARIABLES: False

TOPICS: Critical Thinking

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Please identify the letter of the choice that best matches the term below.

- a. resource
- b. type of information

REFERENCES: Problem-Solving 5

QUESTION TYPE: Matching

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43. print

ANSWER: a

POINTS: 1

44. primary

ANSWER: a

POINTS: 1

45. interviews

ANSWER: b

POINTS: 1

46. informal

ANSWER: a

POINTS: 1

47. information found in a magazine

ANSWER: b

POINTS: 1