

3) A problem exists if a problem can be defined as a discrepancy between what exists and what the problem solver desires to exist.

Answer: TRUE

Explanation: A problem is a difference between a desired state and an existing state. For example, suppose a person is hungry—the existing state of not having food. The desired state is to obtain food. So the problem is defined as the difference between the no-food state and the food state.

Diff: 1 Page Ref: 18

Objective: 3.1

2) The second step in the decision-making process is identifying a problem.

Answer: FALSE

Explanation: The identification of a problem is the first step in the decision-making process. Once you have identified a problem, you can decide how to solve it.

Diff: 1 Page Ref: 18

Objective: 3.1

3) A decision criteria defines factors that are relevant in a decision.

Answer: TRUE

Explanation: Decision criteria are composed of factors that will affect a decision. If the decision is between doing or taking a hike to work, criteria might include cost, weather, convenience, ecological considerations, time, clothing, and so on.

Diff: 1 Page Ref: 18

Objective: 3.1

4) Managers identify a problem by comparing the current state of affairs to some standard.

Answer: TRUE

Explanation: The standard for comparison might be a goal that has been set, or comparison with some historical standard or standard set by a competitor. For example, a manager might detect a discrepancy between a goal of 100 units sold and the existing state of only 50 units sold. This discrepancy constitutes a problem that must be solved.

Diff: 1 Page Ref: 18

Objective: 3.1

5) All criteria are equally important in the decision-making process.

Answer: FALSE

Explanation: Criteria have differing values, depending on their importance. The importance of an individual criterion is indicated by how it is weighted. The greater the weight assigned to the criterion, the greater its importance.

Diff: 1 Page Ref: 18

Answer: Analytic Skills

Objective: 3.1

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**PT Brinkman**



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