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QUESTION 1

An organization has recently introduced total quality management (TQM). Its senior management wants to determine an innovative approach to foster total participation throughout the organization. Management should:

- A. Seek isolation from all distractions in order to think the problem through.
- B. Bring the employees together for a brainstorming session.
- C. Rely on themselves to develop a new approach.
- D. Use a disciplined problem-solving approach.

Correct Answer: B

Certain group decision-making processes may be more creative than individual decisions. One creative approach is brainstorming, which breaks down broadly based problems into their essentials. It is an unstructured approach that relies on the spontaneous contribution of ideas from all members of a group.

QUESTION 2

The competitive factor that may lead to overbuilding in an industry is:

- A. The need of large customers to know that capacity exists to meet their long-term requirements.
- B. A significant first mover advantage.
- C. The advantage held by the capacity leader.
- D. The existence of high entry barriers.

Correct Answer: B

First mover advantages may be significant. Thus, shorter lead times for ordering equipment, lower costs, and the ability to exploit an excess of demand over supply may encourage too many firms to expand.

QUESTION 3

The negotiator, when encountering unexpected resistance from another party, should first:

- A. Attempt to determine the reason behind the resistance.
- B. Stop the meeting and address the other party's concerns privately.
- C. Restate the negotiator's position regarding the issue.
- D. Research the other party to determine the party's views and requirements.

Correct Answer: A

The first step in overcoming unexpected resistance is to attempt to determine the reason behind the resistance. Without



knowing the reason, the negotiator is unable to counter it effectively. For example, knowing whether the other party is concerned about a major issue or a detail will affect the negotiator's response.

QUESTION 4

Which of the following is not an advantage of group decision making as compared to individual decision making?

- A. Groups obtain an increased degree of acceptance of a solution so that it may be more easily implemented.
- B. Group decision making is consistent with democratic methods.
- C. Group members bring more complete information and knowledge into the decision process.
- D. Group members avoid expressing opinions that deviate from what appears to be the group consensus.

Correct Answer: D

The groupthink phenomenon is undesirable. Groupthink occurs when group members accept what appears to be the group consensus rather than giving their honest input. The result maybe decisions with which some members of the group are not happy.

QUESTION 5

Which of the following is accurate regarding help desk service providers?

- A. Performance results, deficiencies, and remediation should not be used as criteria for ongoing vendor evaluation.
- B. Turn-around time cannot always be defined for each level of service in complex environments.
- C. Ongoing monitoring procedures that measure and compare actual performance to the expected service-level parameters must be set by the service provider.
- D. Any problems troubleshooting can be categorized as a help desk service.

Correct Answer: C

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