



COURSE CODE: DLM 111

COURSE TITLE: PROBLEM-SOLVING AND DECISION-MAKING

END OF SEMESTER EXAMINATION (JANUARY – APRIL 2023)

SECTION A: ANSWER ALL QUESTIONS FROM THIS SECTION:

1. (a) Define the following terms as used in problem-solving and decision-making
 - (i) Problem (2 marks)
 - (ii) Problem-solving (2 marks).
 - (iii) Decision-making (2 marks)
- (b) List 4 cause-data analysis tools (4 marks).
2. (a) While giving an example of a good question that a problem-solver should ask for each parameter, list two key parameters that should be considered before starting a problem-solving process (4 marks).
- (b) State and explain three types of problems commonly occurring in organizations (6 marks).

SECTION B: ANSWER ANY TWO QUESTIONS FROM THIS SECTION:

3. State and explain the 4Cs of problem-solving (10 marks).
4. List and explain five of the six-thinking hats of the root-cause elimination tool (10 marks).
5. The problems we face in life rarely have one easily identifiable cause. Finding their root cause requires creativity! In light of these statements:
 - a) Describe round-robin brainstorming and free-wheeling brainstorming (4 marks).
 - b) State and explain three steps of a brainstorming process (6 marks).
6. One important distinction between haphazard problem solving and structured root cause analysis is the extent to which data is collected and used.

- (a) Apart from sampling, state two tools that can be used for systematic data collection (2 marks)
 - (b) Identify and explain four common sampling approaches (8 marks).
7. (a) State and explain two decision-making models (4 marks).
- (b) List and explain three common decision-making biases (6 marks).