



MARKING SCHEME

COURSE CODE: DLM 111

COURSE TITLE: PROBLEM-SOLVING AND DECISION-MAKING

END OF SEMESTER EXAMINATION (JANUARY – APRIL 2026)

SECTION A: ANSWER ALL QUESTIONS FROM THIS SECTION:

1. (a) Definition of terms (6 marks)
 - i. Problem -.
 - ii. Problem-solving -
 - iii. Decision-making(b) List 4 cause-data analysis tools (4 marks).
2. The problems we face in life rarely have one easily identifiable cause; finding their root cause requires creativity! In light of this statement:
 - a) Explain round-robin brainstorming and free-wheeling brainstorming (4 marks).
 - b) State and explain three steps of a brainstorming process (6 marks).

SECTION B: ANSWER ANY TWO QUESTIONS FROM THIS SECTION:

3. State and explain the 4Cs of problem-solving (10 marks).
4. State and briefly explain five of the six-thinking hats of the root-cause elimination tool (10 marks).
5. a) List two key parameters that should be considered before starting a problem-solving process and for each provide an example of a good question that problem-solvers should ask themselves (4 marks).
- (b) Leadership involves offering direction and showing the way in regards to problem-solving and making decisions. Problems may range from those with

little significance to those with far-reaching consequences. In the context of leadership:

- a) State and explain three types of problems commonly occurring in organizations (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) State and explain three common decision-making biases (6 marks).