**Chapter 9: Decision Making**

**Multiple Choice**

1. Which of the following is NOT a benefit of using a group to make a decision?

a. Group members pool their knowledge so they are less likely to repeat mistakes.

\*b. The decision process is more efficient because of increased resources.

c. Participants are more motivated to implement a group decision.

d. Group members gain in knowledge by participating in the decision.

Learning Objective: 9-1

Cognitive Domain: Comprehension

Answer Location: Value of Group Decision Making

Question Type: MC

2. Group decisions are superior to individual decisions when:

\*a. the group contains heterogeneous members with complementary skills.

b. the communication is limited to only the members with appropriate expertise.

c. the problem is simple enough to easily analyze.

d. the decision has to be made quickly.

Learning Objective: 9-2

Cognitive Domain: Analysis

Answer Location: When are Group Decisions Superior to Individual Decisions?

Question Type: MC

3. The style of group decision making where the leader has authority to make the decision but asks for advice from the group is called:

a. democratic.

\*b. consultative.

c. consensus.

d. normative.

Learning Objective: 9-3

Cognitive Domain: Knowledge

Answer Location: Approaches to Group Decision Making

Question Type: MC

4. The style of group decision making where group votes and majority rules is:

\*a. democratic.

b. consultative.

c. consensus.

d. normative.

Learning Objective: 9-3

Cognitive Domain: Knowledge

Answer Location: Approaches to Group Decision Making

Question Type: MC

5. The style of group decision making where all group members participate and agree to accept the decision is:

a. democratic

b. consultative.

\*c. consensus.

d. normative.

Learning Objective: 9-3

Cognitive Domain: Knowledge

Answer Location: Approaches to Group Decision Making

Question Type: MC

6. The \_\_\_\_\_\_\_\_ approach to group decision making is often used in a work group when the leader has management authority and responsibility for the group decision.

a. democratic.

\*b. consultative.

c. consensus.

d. normative.

Learning Objective: 9-3

Cognitive Domain: Application

Answer Location: Approaches to Group Decision Making

Question Type: MC

7. The best way to fully utilize team resources is the \_\_\_\_\_\_\_\_ approach to group decision making.

a. democratic

b. consultative

\*c. consensus

d. normative

Learning Objective: 9-3

Cognitive Domain: Knowledge

Answer Location: Approaches to Group Decision Making

Question Type: MC

8. When evaluating which approach a group should use to make a decision, it is important to remember that:

a. speed is usually the most important criterion.

b. individuals usually make higher quality decisions than groups.

\*c. quality is the most important criterion.

d. time is not an important consideration.

Learning Objective: 9-4

Cognitive Domain: Analysis

Answer Location: Evaluating Group Decision-Making Approaches

Question Type: MC

9. In a sample of work teams in more than 100 companies, researchers found \_\_\_\_\_ to be used most frequently.

a. democratic

b. consultative

\*c. consensus

d. normative

Learning Objective: 9-3

Cognitive Domain: Knowledge

Answer Location: Approaches to Group Decision Making

Question Type: MC

10. Primary criteria for evaluating a decision-making approach are:

\*a. quality, speed, and acceptance.

b. cost, quality, and acceptance.

c. quality, acceptance, and conflict.

d. resources, time, and quality.

Learning Objective: 9-4

Cognitive Domain: Knowledge

Answer Location: Evaluating Group Decision-Making Approaches

Question Type: MC

11. Compared to Japanese companies, decisions made by U.S. companies:

a. are slower.

b. are less likely to fail at implementation.

\*c. are quicker.

d. of lower quality.

Learning Objective: 9-4

Cognitive Domain: Comprehension

Answer Location: Evaluating Group Decision-Making Approaches

Question Type: MC

12. The theory that provides a system to analyze a problem to determine the best approach for making a decision is called:

\*a. normative decision making

b. nominal group technique

c. situational leadership theory

d. Delphi method

Learning Objective: 9-5

Cognitive Domain: Knowledge

Answer Location: Normative Decision-Making Theory

Question Type: MC

13. Normative decision making is based on the assumption that:

a. decisions are made better by groups.

b. the best type of decision making depends on the characteristics of team members.

c. The best type of decision making depends on the size of the group.

\*d. The best type of decision making depends on the nature of the problem.

Learning Objective: 9-5

Cognitive Domain: Comprehension

Answer Location: Normative Decision-Making Theory

Question Type: MC

14. Group decision making is NOT often disrupted by:

\*a. disagreements.

b. time pressures.

c. premature closure.

d. negative emotions.

Learning Objective: 9-6

Cognitive Domain: Comprehension

Answer Location: Causes of Group Decision-Making Problems

Question Type: MC

15. \_\_\_\_\_\_ refers to a phenomenon in which the effect of a group discussion leads to a final decision more extreme than the average of the members.

\*a. Group polarization

b. Groupthink

c. Risky shift phenomenon

d. Ringi effect

Learning Objective: 9-7

Cognitive Domain: Knowledge

Answer Location: Group Polarization

Question Type: MC

16. When group members put concern for the group’s social relations ahead of their desire to make a good decision, then the group is likely to suffer from:

a. group polarization.

\*b. groupthink.

c. risky shift phenomenon.

d. Ringi effect.

Learning Objective: 9-7

Cognitive Domain: Knowledge

Answer Location: Groupthink

Question Type: MC

17. The U.S. invasion of Iraq in 2002 is an example of:

a. group polarization.

\*b. groupthink.

c. risky shift phenomenon.

d. Ringi effect.

Learning Objective: 9-7

Cognitive Domain: Application

Answer Location: Groupthink

Question Type: MC

18. Compared to unstructured group decisions, the use of structured decision making techniques (such as the nominal group technique):

a. increases the amount of social communication in a group.

b. reduces satisfaction with the group’s decision.

\*c. reduces the impact of power differences within the group.

d. decreases acceptance of the group decision.

Learning Objective: 9-8

Cognitive Domain: Comprehension

Answer Location: Decision-Making Techniques

Question Type: MC

19. Which of the following decision-making techniques would be MOST appropriate for large groups of people who do not have to meet?

a. Delphi technique

b. Ringi technique

\*c. Nominal group technique

d. Stepladder technique

Learning Objective: 9-8

Cognitive Domain: Application

Answer Location: Evaluation of Decision-Making Techniques

Question Type: MC

20. Which of the following decision-making techniques is best for a group that wants to avoid face-to-face confrontations?

a. Delphi technique

\* b. Ringi technique

c. Nominal group technique

d. Stepladder technique

Learning Objective: 9-8

Cognitive Domain: Application

Answer Location: Ringi Technique

Question Type: MC

21. Structured decision-making techniques assume that:

a. socializing is pertinent to good decisions.

\*b. socializing is a problem in group decision making.

c. participation should be unequal.

d. poor group decision making cannot be improved.

Learning Objective: 9-8

Cognitive Domain: Knowledge

Answer Location: Evaluation of Decision-Making Techniques

Question Type: MC

**True/False**

1. All decisions are made better by groups.

a. True

\*b. False

Learning Objective: 9-2

Cognitive Domain: Knowledge

Answer Location: Value of Group Decision Making

Question Type: TF

2. Heterogeneous groups make better decisions than homogenous groups.

\*a. True

b. False

Learning Objective: 9-2

Cognitive Domain: Knowledge

Answer Location: When are Group Decisions Superior to Individual Decisions?

Question Type: TF

3. Due to the increased pool of skills, groups are more efficient than individuals in making decisions.

a. True

\*b. False

Learning Objective: 9-2

Cognitive Domain: Knowledge

Answer Location: When are Group Decisions Superior to Individual Decisions?

Question Type: TF

4. The best approach to group decision making is the democratic approach.

a. True

\*b. False

Learning Objective: 9-3

Cognitive Domain: Knowledge

Answer Location: Approaches to Group Decision Making

Question Type: TF

5. The consultative approach to group decision making is the most time-consuming.

a. True

\*b. False

Learning Objective: 9-3

Cognitive Domain: Knowledge

Answer Location: Approaches to Group Decision Making

Question Type: TF

6. It is not possible to evaluate decision-making approaches; the success of the approach can only be determined by the consequences of the decision.

a. True

\*b. False

Learning Objective: 9-3

Cognitive Domain: Comprehension

Answer Location: Evaluating Group Decision Making Approaches

Question Type: TF

7. All causes of group decision-making problems are internal to the group.

a. True

\*b. False

Learning Objective: 9-6

Cognitive Domain: Comprehension

Answer Location: Causes of Group Decision Making Problems

Question Type: TF

8. Groupthink is exemplified by events such as the U.S. invasion of Iraq in 2002.

\*a. True

b. False

Learning Objective: 9-7

Cognitive Domain: Knowledge

Answer Location: Groupthink

Question Type: TF

9. The Delphi and Ringi techniques use only written information.

\*a. True

b. False

Learning Objective: 9-7

Cognitive Domain: Decision-Making Techniques

Answer Location: Groupthink

Question Type: TF

10. Research suggests better decisions occur with structured decision-making strategies such as the Nominal group technique.

\*a. True

b. False

Learning Objective: 9-8

Cognitive Domain: Knowledge

Answer Location: Evaluating of Decision-Making Techniques

**Short Answer/Essay**

1. When are group decisions superior to individual decisions?

\*a. When groups successfully pool resources; when there is good communication; and when tasks are too complex for individuals.

Learning Objective: 9-2

Cognitive Domain: Knowledge

Answer Location: When are Group Decisions Superior to Individual Decisions?

Question Type: ESS

2. Compare and contrast consultative, democratic, and consensus decision making in terms of time, quality, and acceptance.

\*a. Consensus is most time-consuming but produces best decisions and is accepted more by members of the group. Consultative is least time-consuming, but may be less accepted by group members and quality depends of skills of the leader who makes the final decision. The democratic approach may result in poorer decisions due to prematurely closing discussions and lack of commitment from the losing minority. Compared, though, to the consensus approach, the democratic approach is less time-consuming.

Learning Objective: 9-3

Cognitive Domain: Analysis

Answer Location: Approaches to Group Decision Making

Question Type: ESS

3. What are the three causes of group decision-making problems, and their impact on group decisions?

\*a. Premature closure, or trying to avoid disagreement by arriving quickly at a decision, is the most common problem. This leads often to implementation problems. Time pressures to decide may also lead to poor decisions, as decisions can be inadequate and poorly thought out. Stress from outside forces may also lead to poor decision making, for stress causes members to conform/agree more, thereby limiting new perspectives that may have led to better decisions.

Learning Objective: 9-6

Cognitive Domain: Comprehension

Answer Location: Causes of Group Decision-Making Problems

Question Type: ESS

4. How do group polarization and groupthink affect a team’s decision-making process?

\*a. Group polarization results in more extreme decisions than the average group members, which may not accurately reflect how members felt about the issue. Both normative and informational influences are at hand in inducing polarization, so individuals are unduly influenced by the group to sway their decisions in more extreme directions. Groupthink limits perspectives and forces conformity so that dissenting opinions are suppressed. Both phenomena negatively affect group decisions.

Learning Objective: 9-7

Cognitive Domain: Comprehension

Answer Location: Causes of Group Decision-Making Problems

Question Type: ESS

5. What are the benefits of and problems with structured decision-making techniques, such as the nominal group technique?

\*a. Research shows that, overall, these structured techniques produce better decisions. However, they do limit processes such as socialization, which may be important to the group. They are also time-consuming (e.g., Ringi approach) and are limited to certainly modalities (e.g., Delphi and Ringi to written communication). They may be less accepted by group members due to the impersonal atmosphere generated when using these techniques. Finally, they are not politically realistic since they assume equal participation when unequal status is the natural state of most organizations.

Learning Objective: 9-8

Cognitive Domain: Analysis

Answer Location: Decision-Making Techniques

Question Type: ESS