Instructions:

1) All questions are mandatory and carry the marks as shown.
2) There are two sections: A and B.
3) All answers are to be written in the answer booklet only.

SECTION: A

Multiple Choice Questions (10 × 1 = 10 Marks)

1. In the six Cs of Decision Making, which step involves defining the need and establishing priorities?
a) Collect   b) Clarify   c) Compare   d) Communicate

2. Herbert Simon's "intelligence" phase primarily focuses on:
a) Selecting one alternative   b) Generating criteria   c) Identifying and defining the problem
d) Communicating the decision

3. A decision that follows clearly defined rules, policies, or SOPs is called a:
a) Basic (strategic) decision   b) Non-programmed decision   c) Programmed decision
d) Adaptive decision

4. Which type of memory is highly detailed and stored only for a couple of seconds?
a) Long-term memory   b) Procedural memory   c) Short-term memory   d) Sensory memory

5. The anchoring bias is best described as:
a) Preferring to eliminate all risk   b) Overvaluing the most recent information   c) Relying too heavily on the first information received   d) Seeking data that confirms prior beliefs

6. In the head–heart–gut framework, the heart is primarily associated with:
a) Past knowledge and intellect   b) Intuition   c) Emotional feelings of right or wrong   d) Risk assessment

7. According to the decision-making style framework, someone who prefers defined processes and expectations scores high on the spectrum of:
a) Ambiguity   b) Structure   c) People/social   d) Intuition

8. In the state–space search representation of the farmer, wolf, goat, and cabbage puzzle, an operator corresponds to:
a) A goal test   b) A legal move that changes the current state   c) The initial configuration
d) A heuristic evaluation

9. Which brain region is highlighted as critical for forming memories that influence later decisions?

a) Cerebellum   b) Hippocampus   c) Basal ganglia   d) Primary motor cortex

10. Choosing a low-return savings account over a slightly riskier investment, even when the expected gain is higher, is an example of:

a) Outcome bias   b) Zero-risk bias   c) Blind-spot bias   d) Overconfidence bias

SECTION: B

Write short answers for five marks each. Answer in 100-150 words (2 × 5 = 10 Marks).

1. Explain how selective attention can both improve and distort decision quality. Illustrate your answer with one real-world example from everyday life.

2. Describe a recent personal or organisational decision where the head, heart, and gut indicators suggested conflicting courses of action. How could a decision-maker integrate these three perspectives to reach an effective resolution?