

MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question.

- 1) Which of the following statements about cognitive limits of organizational decision makers is true? 1) _____
 - A) Only top managers make decisions where cognitive limits are strained.
 - B) All organizational decision-making requires data beyond human cognitive limits.
 - C) Cognitive limits affect both the recall and use of data by decision makers.
 - D) The most talented and effective managers do not have cognitive limitations.
- 2) Which of the following is NOT an example that falls within the four major categories of business environment factors for today's organizations? 2) _____
 - A) increased pool of customers
 - B) fewer government regulations
 - C) globalization
 - D) increased competition
- 3) All of the following may be viewed as decision support systems EXCEPT 3) _____
 - A) a retail sales system that processes customer sales transactions.
 - B) a system that helps to manage the organization's supply chain management.
 - C) an expert system to diagnose a medical condition.
 - D) a knowledge management system to guide decision makers.
- 4) Which of the following activities permeates nearly all managerial activity? 4) _____
 - A) decision-making
 - B) directing
 - C) planning
 - D) controlling
- 5) In answering the question "Which customers are most likely to click on my online ads and purchase my goods?", you are most likely to use which of the following analytic applications? 5) _____
 - A) propensity to buy
 - B) customer attrition
 - C) customer profitability
 - D) channel optimization
- 6) Big Data often involves a form of distributed storage and processing using Hadoop and MapReduce. One reason for this is 6) _____
 - A) the processing power needed for the centralized model would overload a single computer.
 - B) Big Data systems have to match the geographical spread of social media.
 - C) the "Big" in Big Data necessitates over 10,000 processing nodes.
 - D) centralized storage creates too many vulnerabilities.
- 7) Business environments and government requirements are becoming more complex. All of the following actions to manage this complexity would be appropriate EXCEPT 7) _____
 - A) seeking new ways to avoid government compliance.
 - B) avoiding expensive trial and error to find out what works.
 - C) hiring more sophisticated and computer-savvy managers.
 - D) deploying more sophisticated tools and technique.
- 8) How are descriptive analytics methods different from the other two types? 8) _____
 - A) They answer "what-is?" queries, not "what will be?" queries.
 - B) They answer "what to do?" queries, not "what-if?" queries.
 - C) They answer "what will be?" queries, not "what to do?" queries.
 - D) They answer "what-if?" queries, not "how many?" queries.
- 9) For the majority of organizations, a daily accounts receivable transaction is a(n) 9) _____
 - A) strategic decision.
 - B) managerial control decision.
 - C) unstructured decision.
 - D) structured decision.

- 10) The deployment of large data warehouses with terabytes or even petabytes of data been crucial to the growth of decision support. All the following explain why EXCEPT 10) _____
- A) data warehouses have enabled the collection of decision makers in one place.
 - B) data warehouses have assisted the collection of data for data mining.
 - C) data warehouses have enabled the affordable collection of data for analytics.
 - D) data warehouses have assisted the collection of data from multiple sources.

SHORT ANSWER. Write the word or phrase that best completes each statement or answers the question.

- 11) _____ is an umbrella term that combines architectures, tools, databases, analytical tools, applications, and methodologies. 11) _____
- 12) An older and more diverse workforce falls under the _____ category of business environment factors. 12) _____
- 13) The desire by a customer to customize a product falls under the _____ category of business environment factors. 13) _____
- 14) _____ analytics help managers understand probable future outcomes. 14) _____
- 15) The Google search engine is an example of Big Data in that it has to search and index billions of _____ in fractions of a second for each search. 15) _____
- 16) The filing system developed by Google to handle Big Data storage challenges is known as the _____ Distributed File System. 16) _____
- 17) The fraud _____ analytic application helps determine fraudulent events and take action. 17) _____
- 18) Group communication and _____ involves decision makers who are likely to be in different locations. 18) _____
- 20) Sabre used executive _____ to present performance metrics in a concise way to its executives. 20) _____

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

- 21) Describe the types of computer support that can be used for structured, semistructured, and unstructured decisions.
- 23) The environment in which organizations operate today is becoming more and more complex. Business environment factors can be divided into four major categories. What are these categories?
- 24) Managers usually make decisions by following a four-step process. What are the steps?

- 1) C
- 2) B
- 3) A
- 4) A
- 5) A
- 6) A
- 7) A
- 8) A
- 9) D
- 10) A
- 11) Business intelligence (BI)
- 12) societal
- 13) consumer demand
- 14) Predictive
- 15) web pages
- 16) Hadoop
- 17) detection
- 18) collaboration

20) dashboards

- 21) • **Structured Decisions:** Structured problems, which are encountered repeatedly, have a high level of structure. It is therefore possible to abstract, analyze, and classify them into specific categories and use a scientific approach for automating portions of this type of managerial decision making.
- **Semistructured Decisions:** Semistructured problems may involve a combination of standard solution procedures and human judgment. Management science can provide models for the portion of a decision-making problem that is structured. For the unstructured portion, a DSS can improve the quality of the information on which the decision is based by providing, for example, not only a single solution but also a range of alternative solutions, along with their potential impacts.
 - **Unstructured Decisions:** These can be only partially supported by standard computerized quantitative methods. It is usually necessary to develop customized solutions. However, such solutions may benefit from data and information generated from corporate or external data sources.
- 23) • Markets
- Consumer demands
 - Technology
 - Societal
- 24) 1. Define the problem (i.e., a decision situation that may deal with some difficulty or with an opportunity).
2. Construct a model that describes the real-world problem.
 3. Identify possible solutions to the modeled problem and evaluate the solutions.
 4. Compare, choose, and recommend a potential solution to the problem.