



**FINAL EXAMINATION**  
**NOVEMBER 2023**

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**COURSE TITLE**            **CREATIVE PROBLEM SOLVING AND DECISION MAKING**

**COURSE CODE**            **ESEH3223**

**DATE/DAY**                 **17 FEBRUARY 2024 / SATURDAY**

**TIME/DURATION**         **01:00 PM - 03:00 PM / 02 Hour(s) 00 Minute(s)**

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(This Question Paper consists of **3** Printed Pages including front page)

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There are **THREE (3)** questions in this paper. Answer **ALL** questions in the answer booklet provided. **[50 MARKS]**

**QUESTION 1**

**(20 Marks)**

Brainstorming is one of the most popular of creative problem-solving techniques. It encourages people to work within existing paradigms, though the introduction of wild ideas may on occasion lead to paradigm stretching by moving the thought processes of participants away from the problem in hand.

**Case study 1**

Most departments in the firm always employ an office junior to help with the routine chores of the office. The firm feels that it is showing a degree of social responsibility by providing employment for people who might otherwise be unemployed. At the same time, it reckons that it is also providing on-the-job training for people so that they can gain experience and take on more responsible jobs in due course. Office juniors are usually school-leavers, although occasionally older staff are appointed to such positions; juniors can be of either sex. The office junior has the lowest status of any white-collar job in the business and is generally poorly paid. Incumbents of these positions are at the beck and call of all members of a department and are generally treated as skivvies or messengers. They seldom have the opportunity to develop skills that will enable them to progress to more responsible posts in the organisation. In general, office juniors are treated as being something of a nuisance by their colleagues. There is a feeling that one has to give them something to do otherwise they will become bored and hang about the office and cause minor disruptions to the important work that is being undertaken. Moreover, as one person in the accounts department put it: 'You have to give them something to do to keep them out of trouble. But if you give them something to do they will probably get it wrong and you will have to do it all over again. It is best to give them things to do that they cannot possibly get wrong. This usually amounts to running errands for you.' It is not surprising, therefore, that there is a high turnover in office juniors. If an office junior stays for more than a couple of months, that is considered good going.

- a) Justify **TWO (2)** brainstorming techniques or variants to come up with ways in which this problem might be resolved based on the above case study. Relate the variants or techniques of your choice with the situation in the case study.

**QUESTION 2**

**(20 Marks)**

The use of analogical thinking in synectics demands some degree of divergent thinking and is therefore most likely to appeal to those who enjoy thinking in a divergent manner. Synectics facilitates paradigm stretching and can lead to the discovery of new paradigms. One needs to have a sound appreciation of the use of analogies in problem solving to get the best out of this technique.

- a) Explain **FOUR (4)** different forms of analogy that might be used in a synectics session. Provide examples and explanation to the stated forms of analogy that you have chosen.

**QUESTION 3**

**(10 Marks)**

Methods of evaluation range from simple checklists to complex weighted scoring systems to assess whether or not it is worthwhile taking any ideas that have been generated further forward.

- a) Propose **TWO (2)** different techniques that can be used to assist in the evaluation of ideas.

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