

Exam

Name _____

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

- 1) _____ allows team members to use the Internet to have telephone conversations. 1) _____
A) Voice B) VoIP C) VoInternet D) Version control

Answer: B

Explanation: A)
B)
C)
D)

- 2) Collaborative work involves _____. 2) _____
A) feedback B) iteration C) patience D) A and C E) A and B

Answer: E

Explanation: A)
B)
C)
D)
E)

- 3) If your organization uses version management without control, there can be _____ version(s) of documents. 3) _____
A) incompatible B) only one C) content D) management

Answer: A

Explanation: A)
B)
C)
D)

- 4) Storing documents on servers is a better choice than emails because documents are: 4) _____
A) version controlled. B) in a single storage place.
C) stored as smaller files. D) retrieved faster.

Answer: B

Explanation: A)
B)
C)
D)

- 5) Ad hoc work groups are _____ collaboration groups. 5) _____
A) one time B) individual C) restricted D) independent

Answer: A

Explanation: A)
B)
C)
D)

6) _____ occurs when team members review each other's work. 6) _____
A) Feedback
B) Iteration
C) Content
D) Workflow
E) Communication

Answer: A

Explanation: A)
B)
C)
D)
E)

7) Edgar created a list of questions and the other team members responded to his _____. 7) _____
A) discussion forum B) conference call
C) wiki D) team survey

Answer: D

Explanation: A)
B)
C)
D)

8) _____ decisions are broader in scope and concern long-term organizational issues. 8) _____
A) Strategic
B) Tactical
C) Managerial
D) Operational
E) People

Answer: A

Explanation: A)
B)
C)
D)
E)

9) If you believe that your view of the information system and its problems is the most important one then you are engaging in _____ thinking. 9) _____
A) accurate B) logical C) empathetic D) egocentric

Answer: D

Explanation: A)
B)
C)
D)

10) _____ is a series of production, comment, and revision. 10) _____
A) Iteration
B) Content
C) Communication
D) Workflow
E) Feedback

Answer: A

Explanation: A)
B)
C)
D)
E)

11) Team members may be given _____ to create and edit contents. 11) _____
A) collaboration B) content management
C) full permission D) communication

Answer: C

Explanation: A)
B)
C)
D)

12) _____ decisions concern the allocation and utilization of resources. 12) _____
A) Operational
B) Practical
C) Strategic
D) People
E) Managerial

Answer: E

Explanation: A)
B)
C)
D)
E)

13) Multiparty text chats are a _____ virtual meeting. 13) _____
A) synchronous B) parallel C) asynchronous D) sequential

Answer: A

Explanation: A)
B)
C)
D)

14) _____ communications occur when all team members meet at the same time. 14) _____
A) Sequential B) Parallel C) Synchronous D) Asynchronous

Answer: C

Explanation: A)
B)
C)
D)

15) _____ management systems track who made changes to documents. 15) _____
A) Content B) Coordination
C) Collaboration D) Communication

Answer: A

Explanation: A)
B)
C)
D)

16) _____ workflow is when activities occur one after another. 16) _____
A) Sequential B) Parallel C) Linear D) Simple

Answer: A

Explanation: A)
B)
C)
D)

17) A _____ is a shared knowledge base in which the content is managed by the users. 17) _____
A) workspace B) wiki C) version D) ftp

Answer: B

Explanation: A)
B)
C)
D)

18) Collaboration systems that are important for lower-level activities are also important for higher-level ones because of the _____ of decision making. 18) _____
A) task dependencies B) hierarchical nature
C) collaborations D) communications

Answer: B

Explanation: A)
B)
C)
D)

19) Arthur's discussion group meets every Wednesday at 4. This is an example of _____ communications. 19) _____
A) parallel B) sequential C) asynchronous D) synchronous

Answer: D

Explanation: A)
B)
C)
D)

20) Harold posts a message to a _____ and the group members respond to his post. 20) _____
A) wiki B) team survey
C) conference call D) discussion forum

Answer: D
Explanation: A)
B)
C)
D)

21) Face-to-face meetings are _____. 21) _____
A) sequential B) synchronous C) asynchronous D) parallel

Answer: B
Explanation: A)
B)
C)
D)

22) Employees who work in different time zones will use _____ communications. 22) _____
A) sequential B) synchronous C) asynchronous D) parallel

Answer: C
Explanation: A)
B)
C)
D)

23) Projects are constrained by task _____. 23) _____
A) controls B) management C) dependencies D) collaboration

Answer: C
Explanation: A)
B)
C)
D)

24) A(n) _____ is the process of creating, editing, using, and disposing of content. 24) _____

- A) feedback
- B) workflow
- C) content
- D) iteration
- E) communication

Answer: B
Explanation: A)
B)
C)
D)
E)

25) Microsoft NetMeeting is an example of a _____ product. 25) _____
A) email B) discussion forum
C) videoconferencing D) multiparty chat

Answer: C

Explanation: A)
B)
C)
D)

26) Conference calls are a _____ virtual meeting. 26) _____
A) parallel B) sequential C) asynchronous D) synchronous

Answer: D

Explanation: A)
B)
C)
D)

27) Microsoft Groove creates a collection of tools, documents, and users called a(n) _____. 27) _____
A) office B) SharePoint C) drawing space D) workspace

Answer: D

Explanation: A)
B)
C)
D)

28) Collaboration tools open the door to the loss of _____. 28) _____
A) critical assets B) work quality C) travel D) security risks

Answer: A

Explanation: A)
B)
C)
D)

29) _____ are the most important collaboration systems for unstructured decision processes. 29) _____
A) Communication systems B) Iterations
C) Project management D) Feedback

Answer: A

Explanation: A)
B)
C)
D)

30) _____ management ensures that all team members are working on the same version of the issues. 30) _____
A) Team B) Project
C) Content D) Communication

Answer: C

Explanation: A)
B)
C)
D)

- 31) Videoconferencing is an example of _____ meetings. 31) _____
 A) parallel B) asynchronous C) sequential D) synchronous
 Answer: D
 Explanation: A)
 B)
 C)
 D)
- 32) A _____ is a perceived difference between what is and what ought to be. 32) _____
 A) problem B) definition C) perception D) representation
 Answer: A
 Explanation: A)
 B)
 C)
 D)
- 33) Email is an example of a _____ meeting. 33) _____
 A) parallel B) sequential C) synchronous D) asynchronous
 Answer: D
 Explanation: A)
 B)
 C)
 D)
- 34) Discussion threads can be very disorganized and disconnected when the team uses _____. 34) _____
 A) team surveys B) emails
 C) multiparty text chats D) discussion forums
 Answer: B
 Explanation: A)
 B)
 C)
 D)
- 35) Videoconferencing requires that each participant have a _____. 35) _____
 A) chat B) phone
 C) camera D) discussion forum
 Answer: C
 Explanation: A)
 B)
 C)
 D)
- 36) Communication involves both the abilities of the group members and effective _____. 36) _____
 A) speakers B) content management
 C) communication systems D) videoconferences
 Answer: C
 Explanation: A)
 B)
 C)
 D)

- 37) A good problem _____ states the difference between what is and what ought to be. 37) _____
 A) list B) representation C) definition D) perception
 Answer: C
 Explanation: A)
 B)
 C)
 D)
- 38) _____ thinking centers on the self. 38) _____
 A) Empathetic B) Accurate C) Independent D) Egocentric
 Answer: D
 Explanation: A)
 B)
 C)
 D)
- 39) Determining the best mix of products to sell in the European market is an example of a(n) 39) _____
 _____ decision.
 A) structured
 B) managerial
 C) unstructured
 D) operational
 E) strategic
 Answer: C
 Explanation: A)
 B)
 C)
 D)
 E)
- 40) Matty sends out an email to all team members at the same time, with attachments to be reviewed and commented on. This is an example of _____ workflow. 40) _____
 A) simple B) parallel C) linear D) sequential
 Answer: B
 Explanation: A)
 B)
 C)
 D)
- 41) _____ occurs when two or more people work together to achieve a common goal. 41) _____
 A) Communication B) Coordination
 C) Content management D) Collaboration
 Answer: D
 Explanation: A)
 B)
 C)
 D)

42) Project managers must make _____ because resources are scarce. 42) _____
A) scope changes B) dynamic applications
C) trade-offs D) iterations

Answer: C

Explanation: A)
B)
C)
D)

43) _____ decisions concern day-to-day activities such as whether to extend credit to a customer. 43) _____
A) Operational
B) Tactical
C) Strategic
D) People
E) Managerial

Answer: A

Explanation: A)
B)
C)
D)
E)

44) Understanding how the output from your system impacts other people in the organization is an example of _____ thinking. 44) _____
A) empathetic B) qualified C) accurate D) egocentric

Answer: A

Explanation: A)
B)
C)
D)

45) _____ workflow is when activities occur simultaneously. 45) _____
A) Simple B) Sequential C) Parallel D) Linear

Answer: C

Explanation: A)
B)
C)
D)

46) Structured and unstructured refer to the _____, not the underlying activity. 46) _____
A) problem B) decision process
C) formula D) subject

Answer: B

Explanation: A)
B)
C)
D)

47) Rufus' group stores documents on a server using _____. 47) _____
A) wikis B) VoIP C) email D) ftp

Answer: D

Explanation: A)
B)
C)
D)

48) The project _____ lists the expectations that will be achieved by the project. 48) _____
A) controls B) scope C) dependencies D) management

Answer: B

Explanation: A)
B)
C)
D)

49) _____ systems track changes but do not control them. 49) _____
A) Version control B) Ftp
C) Version management D) Discussion forums

Answer: C

Explanation: A)
B)
C)
D)

50) A standardized way for allocating laptop computers to employees is an example of a(n) _____ 50) _____
decision.

- A) structured
- B) managerial
- C) unstructured
- D) operational
- E) strategic

Answer: A

Explanation: A)
B)
C)
D)
E)

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

51) When a group of people work together to achieve a common goal, it is called a _____. 51) _____

Answer: collaboration

Explanation:

52) Deciding where to build a new warehouse would be an example of a(n) _____ 52) _____
decision.

Answer: strategic

Explanation:

- 53) Identifying alternatives and selecting and brokering an alternative, involve feedback and _____.
 Answer: iteration
 Explanation: 53) _____
- 54) _____ include whether to extend credit to a customer.
 Answer: Operational decisions
 Explanation: 54) _____
- 55) Email is the most frequent _____ meeting used by teams.
 Answer: asynchronous
 Explanation: 55) _____
- 56) _____ systems may have no control, version tracking, or version management.
 Answer: Content management control
 Explanation: 56) _____
- 57) Collaboration tools pose _____.
 Answer: security risks
 Explanation: 57) _____
- 58) _____ involves people working together with feedback and iteration.
 Answer: Collaboration
 Explanation: 58) _____
- 59) A project is a _____ application.
 Answer: dynamic
 Explanation: 59) _____
- 60) The procedure where content is used and disposed of is _____.
 Answer: workflow control
 Explanation: 60) _____
- 61) The project _____ is a list of the requirements of the project.
 Answer: scope
 Explanation: 61) _____
- 62) A problem is a _____.
 Answer: perception
 Explanation: 62) _____
- 63) Projects normally have a _____; they are not unusually ongoing.
 Answer: limited duration
 Explanation: 63) _____
- 64) _____ thinking centers on the self, with little appreciation for others' points of view.
 Answer: Egocentric
 Explanation: 64) _____

- 65) _____ systems not only track changes to documents and allow for concurrent work. 65) _____
 Answer: Version management
 Explanation:
- 66) Version-control systems place documents in shared directories called _____. 66) _____
 Answer: libraries
 Explanation:
- 67) Project managers may have to make _____ because resources are scarce. 67) _____
 Answer: trade-offs
 Explanation:
- 68) Deciding which invoices to pay today would be an example of a(n) _____ decision. 68) _____
 Answer: operational
 Explanation:
- 69) Participants do not need to be in the same place or participate at the same time for a _____ meeting. 69) _____
 Answer: virtual
 Explanation:
- 70) Problem _____ should describe both the current situation and the desired situation. 70) _____
 Answer: definition
 Explanation:
- 71) TPS stands for _____. 71) _____
 Answer: transaction processing system
 Explanation:
- 72) Shared documents in _____ systems are placed in libraries. 72) _____
 Answer: version-control
 Explanation:
- 73) Plans evolve dynamically because the process is _____. 73) _____
 Answer: unstructured
 Explanation:
- 74) Decision making is _____ in nature. 74) _____
 Answer: hierarchical
 Explanation:
- 75) Workflow control is critical to project management because of _____. 75) _____
 Answer: task dependencies
 Explanation:
- 76) _____ is the techniques for achieving the project goals within the constraints of time and budget. 76) _____
 Answer: Project management
 Explanation:

- 77) Collaborative teams often use private _____ as a repository of team knowledge. 77) _____
 Answer: wikis
 Explanation:
- 78) A(n) _____ process is one for which there is no agreed upon decision making methods. 78) _____
 Answer: unstructured decision
 Explanation:
- 79) Deciding how much a company should budget annually for computer hardware and software would be an example of a(n) _____ decision. 79) _____
 Answer: managerial
 Explanation:
- 80) Project management needs communication management, content management, and _____ systems. 80) _____
 Answer: workflow control
 Explanation:
- 81) _____ is the fundamental activity that supports problem solving and project management. 81) _____
 Answer: Decision making
 Explanation:
- 82) _____ is important to ensure that all team members are working on the same version of a project. 82) _____
 Answer: Content management
 Explanation:
- 83) Strategic decisions tend to be _____. 83) _____
 Answer: unstructured
 Explanation:
- 84) Predicting the future direction of the stock market would be an example of a(n) _____ decision. 84) _____
 Answer: unstructured
 Explanation:
- 85) Problem-identifiers, solution-providers, and solution-brokers must be able to regularly. 85) _____
 Answer: communicate
 Explanation:
- 86) _____ decisions concern the allocation and utilization of resources. 86) _____
 Answer: Managerial
 Explanation:
- 87) _____ allow team members to meet in a virtual, synchronous, and silent meeting. 87) _____
 Answer: Multiparty text chats
 Explanation:

- 88) When activities occur simultaneously, it is a _____ workflow. 88) _____
Answer: parallel
Explanation:
- 89) Microsoft SharePoint is one of the most popular _____ applications. 89) _____
Answer: version-control
Explanation:
- 90) A _____ is a group of users, documents, and tools created by collaboration products. 90) _____
Answer: workspace
Explanation:
- 91) _____ are the most important collaboration systems for unstructured decision processes. 91) _____
Answer: Communication systems
Explanation:
- 92) Activities occur one after another in a _____ workflow. 92) _____
Answer: sequential
Explanation:
- 93) Those who engage in _____ thinking consider their view as one possible interpretation of the situation and actively work to learn what other people are thinking. 93) _____
Answer: empathetic
Explanation:
- 94) Robert's firm has locations in Sydney, Dubai, London, New York, and Rio. The marketing department meets using _____ communications. 94) _____
Answer: asynchronous
Explanation:
- 95) Feedback is crucial for _____ decisions. 95) _____
Answer: unstructured
Explanation:
- 96) Synchronous virtual meetings employing cameras are called _____. 96) _____
Answer: videoconferencing
Explanation:
- 97) _____ allow one team member to post an idea and have others comment on it. 97) _____
Answer: Discussion forums
Explanation:
- 98) _____ concern broader-scoped organizational issues. 98) _____
Answer: Strategic decisions
Explanation:
- 99) Operational decisions tend to be more _____. 99) _____
Answer: structured
Explanation:

100) Computing reorder quantities of products is an example of a(n) _____ process 100) _____
Answer: structured decision
Explanation:

TRUE/FALSE. Write 'T' if the statement is true and 'F' if the statement is false.

101) Attaching charts and documents to emails is an example of sharing uncontrolled content. 101) _____
Answer: True False
Explanation:

102) Strategic decisions are typically non-collaborative. 102) _____
Answer: True False
Explanation:

103) Determining the best mix of products that a company should sell is an example of an unstructured decision. 103) _____
Answer: True False
Explanation:

104) Egocentric thinkers usually consider their view as one possible interpretation of the situation. 104) _____
Answer: True False
Explanation:

105) Communication systems are the most important collaboration system for unstructured decision processes. 105) _____
Answer: True False
Explanation:

106) Structured decisions are best require collaboration. 106) _____
Answer: True False
Explanation:

107) When sharing documents, version control systems place the shared documents into shared repositories. 107) _____
Answer: True False
Explanation:

108) Some strategic decisions could be structured. 108) _____
Answer: True False
Explanation:

109) Google Docs and Microsoft Groove are examples of collaboration products. 109) _____
Answer: True False
Explanation:

110) Moving a factory from Detroit to Mexico is an example of a strategic decision. 110) _____
Answer: True False
Explanation:

- 111) Unstructured decisions are best supported by automated information systems. 111) _____
Answer: True False
Explanation:
- 112) Henry collects the parts made by six people and puts them together to form one item. This is an example of collaboration. 112) _____
Answer: True False
Explanation:
- 113) Version management systems provide version control. 113) _____
Answer: True False
Explanation:
- 114) A structured decision is one for which there is an understood and accepted method for making the decision. 114) _____
Answer: True False
Explanation:
- 115) Collaborative work involves feedback. 115) _____
Answer: True False
Explanation:
- 116) George's team uses videoconferencing to asynchronously communicate. 116) _____
Answer: True False
Explanation:
- 117) An unstructured decision is one for which there is no agreed-on decision-making method. 117) _____
Answer: True False
Explanation:
- 118) Determining when goods should be re-ordered is an example of an unstructured decision. 118) _____
Answer: True False
Explanation:
- 119) Operational decisions involve month-to-month activities. 119) _____
Answer: True False
Explanation:
- 120) Empathetic thinkers are more likely to work to achieve a common definition and understanding of information system problems. 120) _____
Answer: True False
Explanation:
- 121) Communication occurs when two or more people work together for a common goal. 121) _____
Answer: True False
Explanation:

- 122) Victoria's team stores their work on an ftp server so that others can download them. This is an example of shared content that has no control. 122) _____
Answer: True False
Explanation:
- 123) Jane's team receives and reviews the documents at the same time. This is an example of sequential workflow. 123) _____
Answer: True False
Explanation:
- 124) Wikipedia is an example of a wiki. 124) _____
Answer: True False
Explanation:
- 125) A TPS is designed to support operational decision making. 125) _____
Answer: True False
Explanation:
- 126) A VPN operates over a private network. 126) _____
Answer: True False
Explanation:
- 127) Mary's team emails each other since they must communicate asynchronously. 127) _____
Answer: True False
Explanation:
- 128) Engineers at Richard's company meet every Friday over the Internet. He wanted to ski one week, so he convinced John to sign into the system and pretend to be him. This is an example of spoofing. 128) _____
Answer: True False
Explanation:
- 129) Content management systems are important for collaboration. 129) _____
Answer: True False
Explanation:
- 130) TPS stands for "Transaction Processing System". 130) _____
Answer: True False
Explanation:
- 131) Operational decisions concern day-to-day activities. 131) _____
Answer: True False
Explanation:
- 132) Synchronous communication is when all the team members meet face-to-face. 132) _____
Answer: True False
Explanation:

- 133) James' virtual team meets every Monday through the Internet, since they are located in fourteen countries. 133) _____
 Answer: True False
 Explanation:
- 134) Engineers at the Edward Corporation meet virtually, over the Internet. 134) _____
 Answer: True False
 Explanation:
- 135) The process by which content for collaboration is created is called a workflow. 135) _____
 Answer: True False
 Explanation:
- 136) Collaboration requires communication skills and an effective communication system. 136) _____
 Answer: True False
 Explanation:
- 137) Team members who work different shifts must meet asynchronously. 137) _____
 Answer: True False
 Explanation:
- 138) Egocentric thinkers are more likely to think their IT problem is the one true view of the problem. 138) _____
 Answer: True False
 Explanation:
- 139) Collaboration occurs when employees work together on a product. 139) _____
 Answer: True False
 Explanation:
- 140) Shared content management systems track changes to documents. 140) _____
 Answer: True False
 Explanation:
- 141) Sequential workflow has activities that occur one after another. 141) _____
 Answer: True False
 Explanation:
- 142) Charlie's team uses wikis because the system can track changes. 142) _____
 Answer: True False
 Explanation:
- 143) Will's team uses VoIP to allow telephone calls through the Internet. 143) _____
 Answer: True False
 Explanation:
- 144) Finding the best location for building a new plant is an example of a structured decision. 144) _____
 Answer: True False
 Explanation:

- 145) Microsoft Groove is an example of a conference call software. 145) _____
Answer: True False
Explanation:
- 146) Richard's group places all of their documents in a shared directory for version control called a library. 146) _____
Answer: True False
Explanation:
- 147) Liz's team conference calls every Tuesday at 2. This is an example of synchronous communication. 147) _____
Answer: True False
Explanation:
- 148) A project's scope refers to all the requirements that must be achieved by the product. 148) _____
Answer: True False
Explanation:
- 149) A problem is a perception. 149) _____
Answer: True False
Explanation:
- 150) Wikis are an example of shared content with no controls. 150) _____
Answer: True False
Explanation:

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

- 151) What is a TPS and why are they still important today? Give an example of a TPS from production, accounting, marketing, and HR.
Answer: TPS, of course, stands for transaction processing system. Students should not think that just because they were the first systems to be implemented that they are old, and no longer important. This is because every company must be able to efficiently process orders, purchases, etc. in order to compete. This is what TPSs do. In accounting, a TPS must be able to process accounts payable and receivables. In production TPSs will manage inventory and logistics. Marketing people must be able to efficiently process sales orders and HR is often where payroll transactions are generated.
- 152) What is the difference between structured and unstructured decisions? Give an example of each.
Answer: This is a classic distinction that, of course, led to the development of the area called Decision Support Systems or DSSs. Structured decisions are ones for which the solution pathways or mappings are well known because they are frequently repeated decisions. Examples might be credit granting and what inventory levels to maintain. Unstructured decisions are made infrequently so they tend to be more strategic and long term in nature and are harder to automate. Examples might be plant location, product mix, and capital budgeting.
- 153) What is the difference between synchronous and asynchronous communications? What are examples of each?
Answer: Synchronous communications are collaborations where all the team members meet at the same time. Examples include face-to-face meetings, videoconferencing, conference calls, and multiparty chats.

Asynchronous communications occur when team members do not meet at the same time. Emails, discussion forums, and team surveys are examples of asynchronous collaborations.

154) What are some of the problems of collaborations that have no controls on shared contents?

Answer: There are a number of different problems that can be experienced with these forms of collaborations. With emails, you are never certain that they were received, or if received, if they were read, even with read receipts. Attachments may not be opened and may not be saved. Today, with so many viruses being sent with emails, many attachments are never opened. If it is opened, and multiple recipients make alterations, then you will have incompatible versions being used by recipients.

Even if the team chooses to store files on a server, there will still be the potential for one team member to make changes and then forget to save them, or to save multiple versions of the same work. It is also likely that one team member may accidentally fail to save another member's work properly. There is also no way to know which is the latest version of any work.

155) What are the key factors in collaboration?

Answer: There are three factors: communication, content management, and workflow control. The three factors are not needed for all collaborations.

Communication is the first factor. This involves both the communication skills of the team members and the communication system itself.

Content management is important because there will be many team members trying to simultaneously access documents, task lists, and assignments. Content management systems track and report content so that team members will be aware of conflicts.

Workflow control is a process, which allows content to be created, edited, used, and disposed. The workflow establishes an ordering of tasks.

156) How can empathetic thinking help your career in college as well as the workplace?

Answer: The example given in the text is an excellent one. If you ask the professor if there was anything "important" covered in class, it is an insult to his teaching. If, however, you are empathetic to the professor, you will make a much better impression. Empathy is useful also in requesting help from other students, in case you do miss a class. If you are genuinely concerned about the point of view of others, you will be more likely to make friends and associates that will be helpful to you. People will respond with concern and respect for you. The example of the business meeting given in the text is also a good one. If the people involved are completely caught up in their own point of view, the meeting will likely degenerate into a situation where everyone is trying to protect their own territory and no true communication and problem solving will result. If, however, each person attempts to see the point of view and challenges of the other employees, maybe solutions can be reached that no one could find on his/her own.

157) Why is version control important for shared content?

Answer: Version control actually limits the actions that can be taken by any team member, by setting the permissions for each member. Permissions restrict the activities (add, delete, read only, etc.) that can be taken by any user.

With version control, the shared documents are placed in libraries and permissions can be established so that only one team member can access a document at a time, preventing the problem of multiple versions existing. Additionally, documents can have permissions established so that they can be read by all members, but altered or edited by only a few or just one.

158) Are most strategic decisions unstructured? Give an example of an unstructured strategic decision.

Answer: Because they are made less frequently and generally have a long-term time horizon, most strategic decisions are relatively unstructured. Predicting the direction of the economy or long-term labor planning might be unstructured strategic decisions. Operational decisions may also be unstructured like the example of deciding the number of cab drivers needed the night before the homecoming game.

159) Projects are dynamic. Why is that important to project managers?

Answer: Because projects are dynamic, their scope is frequently adjusted, producing new tasks and activities. Managing scope changes often becomes one of the most important activities for the project manager.

Project managers often have to make various trade-offs amongst costs, quality, time, and human resources. Project managers still have to bring the project in, and it is difficult to do this with a constantly changing environment.

160) What are the key elements of communication?

Answer: First, communication requires good communication skills among the group members. The ability to give feedback is very important, as well as being able to critique the work of other team members appropriately and maturely.

Second, teams need effective communication systems that will ease their collaborations. This is particularly important since most teams today do not meet face-to-face, and are often geographically separated and work in very different time zones.

161) What is a wiki?

Answer: A wiki is a shared knowledge base where content is managed and distributed by the users. Wikis are used as a repository for the shared knowledge of teams. Wikis will track both the creator and the date information was created, as well as any modifications made to it. Probably the best-known wiki is Wikipedia, an open source encyclopedia available through the Internet.

Answer Key
Testname: C2

- 1) B
- 2) E
- 3) A
- 4) B
- 5) A
- 6) A
- 7) D
- 8) A
- 9) D
- 10) A
- 11) C
- 12) E
- 13) A
- 14) C
- 15) A
- 16) A
- 17) B
- 18) B
- 19) D
- 20) D
- 21) B
- 22) C
- 23) C
- 24) B
- 25) C
- 26) D
- 27) D
- 28) A
- 29) A
- 30) C
- 31) D
- 32) A
- 33) D
- 34) B
- 35) C
- 36) C
- 37) C
- 38) D
- 39) C
- 40) B
- 41) D
- 42) C
- 43) A
- 44) A
- 45) C
- 46) B
- 47) D
- 48) B
- 49) C
- 50) A

Answer Key

Testname: C2

- 51) collaboration
- 52) strategic
- 53) iteration
- 54) Operational decisions
- 55) asynchronous
- 56) Content management control
- 57) security risks
- 58) Collaboration
- 59) dynamic
- 60) workflow control
- 61) scope
- 62) perception
- 63) limited duration
- 64) Egocentric
- 65) Version management
- 66) libraries
- 67) trade-offs
- 68) operational
- 69) virtual
- 70) definition
- 71) transaction processing system
- 72) version-control
- 73) unstructured
- 74) hierarchical
- 75) task dependencies
- 76) Project management
- 77) wikis
- 78) unstructured decision
- 79) managerial
- 80) workflow control
- 81) Decision making
- 82) Content management
- 83) unstructured
- 84) unstructured
- 85) communicate
- 86) Managerial
- 87) Multiparty text chats
- 88) parallel
- 89) version-control
- 90) workspace
- 91) Communication systems
- 92) sequential
- 93) empathetic
- 94) asynchronous
- 95) unstructured
- 96) videoconferencing
- 97) Discussion forums
- 98) Strategic decisions
- 99) structured
- 100) structured decision

Answer Key
Testname: C2

- 101) TRUE
- 102) FALSE
- 103) TRUE
- 104) FALSE
- 105) TRUE
- 106) FALSE
- 107) FALSE
- 108) TRUE
- 109) TRUE
- 110) TRUE
- 111) FALSE
- 112) FALSE
- 113) FALSE
- 114) TRUE
- 115) TRUE
- 116) FALSE
- 117) TRUE
- 118) FALSE
- 119) FALSE
- 120) TRUE
- 121) FALSE
- 122) TRUE
- 123) FALSE
- 124) TRUE
- 125) TRUE
- 126) FALSE
- 127) TRUE
- 128) TRUE
- 129) TRUE
- 130) TRUE
- 131) TRUE
- 132) TRUE
- 133) TRUE
- 134) TRUE
- 135) TRUE
- 136) FALSE
- 137) TRUE
- 138) TRUE
- 139) TRUE
- 140) FALSE
- 141) TRUE
- 142) TRUE
- 143) TRUE
- 144) FALSE
- 145) FALSE
- 146) TRUE
- 147) TRUE
- 148) TRUE
- 149) TRUE
- 150) FALSE

Answer Key

Testname: C2

- 151) TPS, of course, stands for transaction processing system. Students should not think that just because they were the first systems to be implemented that they are old, and no longer important. This is because every company must be able to efficiently process orders, purchases, etc. in order to compete. This is what TPSs do. In accounting, a TPS must be able to process accounts payable and receivables. In production TPSs will manage inventory and logistics. Marketing people must be able to efficiently process sales orders and HR is often where payroll transactions are generated.
- 152) This is a classic distinction that, of course, led to the development of the area called Decision Support Systems or DSSs. Structured decisions are ones for which the solution pathways or mappings are well known because they are frequently repeated decisions. Examples might be credit granting and what inventory levels to maintain. Unstructured decisions are made infrequently so they tend to be more strategic and long term in nature and are harder to automate. Examples might be plant location, product mix, and capital budgeting.
- 153) Synchronous communications are collaborations where all the team members meet at the same time. Examples include face-to-face meetings, videoconferencing, conference calls, and multiparty chats.

Asynchronous communications occur when team members do not meet at the same time. Emails, discussion forums, and team surveys are examples of asynchronous collaborations.

- 154) There are a number of different problems that can be experienced with these forms of collaborations. With emails, you are never certain that they were received, or if received, if they were read, even with read receipts. Attachments may not be opened and may not be saved. Today, with so many viruses being sent with emails, many attachments are never opened. If it is opened, and multiple recipients make alterations, then you will have incompatible versions being used by recipients.

Even if the team chooses to store files on a server, there will still be the potential for one team member to make changes and then forget to save them, or to save multiple versions of the same work. It is also likely that one team member may accidentally fail to save another member's work properly. There is also no way to know which is the latest version of any work.

- 155) There are three factors: communication, content management, and workflow control. The three factors are not needed for all collaborations.

Communication is the first factor. This involves both the communication skills of the team members and the communication system itself.

Content management is important because there will be many team members trying to simultaneously access documents, task lists, and assignments. Content management systems track and report content so that team members will be aware of conflicts.

Workflow control is a process, which allows content to be created, edited, used, and disposed. The workflow establishes an ordering of tasks.

- 156) The example given in the text is an excellent one. If you ask the professor if there was anything "important" covered in class, it is an insult to his teaching. If, however, you are empathetic to the professor, you will make a much better impression. Empathy is useful also in requesting help from other students, in case you do miss a class. If you are genuinely concerned about the point of view of others, you will be more likely to make friends and associates that will be helpful to you. People will respond with concern and respect for you. The example of the business meeting given in the text is also a good one. If the people involved are completely caught up in their own point of view, the meeting will likely degenerate into a situation where everyone is trying to protect their own territory and no true communication and problem solving will result. If, however, each person attempts to see the point of view and challenges of the other employees, maybe solutions can be reached that no one could find on his/her own.

Answer Key

Testname: C2

- 157) Version control actually limits the actions that can be taken by any team member, by setting the permissions for each member. Permissions restrict the activities (add, delete, read only, etc.) that can be taken by any user.

With version control, the shared documents are placed in libraries and permissions can be established so that only one team member can access a document at a time, preventing the problem of multiple versions existing. Additionally, documents can have permissions established so that they can be read by all members, but altered or edited by only a few or just one.

- 158) Because they are made less frequently and generally have a long-term time horizon, most strategic decisions are relatively unstructured. Predicting the direction of the economy or long-term labor planning might be unstructured strategic decisions. Operational decisions may also be unstructured like the example of deciding the number of cab drivers needed the night before the homecoming game.
- 159) Because projects are dynamic, their scope is frequently adjusted, producing new tasks and activities. Managing scope changes often becomes one of the most important activities for the project manager.

Project managers often have to make various trade-offs amongst costs, quality, time, and human resources. Project managers still have bring the project in, and it is difficult to do this with a constantly changing environment.

- 160) First, communication requires good communication skills among the group members. The ability to give feedback is very important, as well as being able to critique the work of other team members appropriately and maturely.

Second, teams need effective communication systems that well ease their collaborations. This is particularly important since most teams today do not meet face-to-face, and are often geographically separated and work in very different time zones.

- 161) A wiki is a shared knowledge base where content is managed and distributed by the users. Wikis are used as a repository for the shared knowledge of teams. Wikis will track both the creator and the date information was created, as well as any modifications made to it. Probably the best-known wiki is Wikipedia, an open source encyclopedia available through the Internet.