

*Using MIS, 3e (Kroenke)*

**Chapter 2 Collaboration Information Systems**

2.1 True/False Questions

1) Collaboration occurs when two or more people work together to achieve a common goal, result, or work product.

Answer: TRUE

Diff: 1 Page Ref: 32

AACSB: Analytic skills

Study Question: Study Question 1

2) Collaboration involves coordination and communication, but it is greater than either of those alone.

Answer: TRUE

Diff: 2 Page Ref: 32

AACSB: Analytic skills

Study Question: Study Question 1

3) When collaboration is effective, the results of the group are greater than could be produced by any of the individuals working alone.

Answer: TRUE

Diff: 1 Page Ref: 32

AACSB: Analytic skills

Study Question: Study Question 1

4) Feedback and iteration enable a group to produce something greater than any single person could accomplish working independently.

Answer: TRUE

Diff: 1 Page Ref: 32

AACSB: Analytic skills

Study Question: Study Question 1

5) One-time, *ad hoc* work groups require the creation and formalization of workflows in order to be successful.

Answer: FALSE

Diff: 1 Page Ref: 33

AACSB: Analytic skills

Study Question: Study Question 1

6) A workflow is a process or procedure by which content is created, edited, used, and disposed.

Answer: TRUE

Diff: 1 Page Ref: 33

AACSB: Analytic skills

Study Question: Study Question 1

7) Server hardware consists of the computers and other communication devices that users employ to participate in collaboration activities.

Answer: FALSE

Diff: 1 Page Ref: 33

AACSB: Analytic skills

Study Question: Study Question 2

8) Google Docs & Spreadsheets requires users to install Google applications in order to run them on their client computers.

Answer: FALSE

Diff: 3 Page Ref: 33-34

AACSB: Analytic skills

Study Question: Study Question 2

9) Microsoft Groove is a collaboration application that supports team wikis and team member blogs.

Answer: FALSE

Diff: 2 Page Ref: 34

AACSB: Analytic skills

Study Question: Study Question 2

10) "*What tasks need to be accomplished?*" is a question that needs to be answered in the starting phase of a project.

Answer: FALSE

Diff: 2 Page Ref: 35

AACSB: Analytic skills

Study Question: Study Question 2

11) The feedback and iteration loop is the nature and power of collaboration.

Answer: TRUE

Diff: 2 Page Ref: 36

AACSB: Analytic skills

Study Question: Study Question 2

12) Effective collaboration skills come naturally to people who have been taught to "play well with others."

Answer: FALSE

Diff: 2 Page Ref: 36

AACSB: Analytic skills

Study Question: Study Question 2

13) Five of the 12 most important characteristics of an effective collaborator involve agreement and the ability to "get along."

Answer: FALSE

Diff: 2 Page Ref: 36

AACSB: Analytic skills

Study Question: Study Question 2

14) In order to be an effective collaborator, one should refrain from airing unpopular and different viewpoints.

Answer: FALSE

Diff: 2 Page Ref: 37

AACSB: Analytic skills

Study Question: Study Question 2

15) Geena, the operations manager at Multitech Systems, is having a meeting with her vendors and some of her senior engineers to iron out product specifications. This is an example of synchronous communication.

Answer: TRUE

Diff: 1 Page Ref: 38

AACSB: Analytic skills

Study Question: Study Question 3

16) Margaret finds that calling all her senior supervisors and quality managers for a face-to-face meeting is not feasible. She arranges for a multiparty text chatting session involving all of them. This is an example of asynchronous communication.

Answer: FALSE

Diff: 1 Page Ref: 38

AACSB: Analytic skills

Study Question: Study Question 3

17) Email is a form of asynchronous communication.

Answer: TRUE

Diff: 1 Page Ref: 38

AACSB: Analytic skills

Study Question: Study Question 3

18) Videoconferencing is more intrusive than text chat.

Answer: TRUE

Diff: 2 Page Ref: 38

AACSB: Analytic skills

Study Question: Study Question 3

19) Discussion forums are an effective way to obtain team opinions, because it forces participation of the entire team.

Answer: FALSE

Diff: 2 Page Ref: 39

AACSB: Analytic skills

Study Question: Study Question 3

20) One of the advantages of a survey is that it is easy to determine who has not yet responded.

Answer: TRUE

Diff: 2 Page Ref: 39

AACSB: Analytic skills

Study Question: Study Question 3

21) The choice of information systems used for sharing content depends on the degree of control required.

Answer: TRUE

Diff: 1 Page Ref: 40

AACSB: Analytic skills

Study Question: Study Question 4

22) The most primitive way to share content is via email attachments.

Answer: TRUE

Diff: 1 Page Ref: 40

AACSB: Analytic skills

Study Question: Study Question 4

23) The simplest version management systems are wikis.

Answer: TRUE

Diff: 1 Page Ref: 41

AACSB: Analytic skills

Study Question: Study Question 4

24) Email is the medium preferred for collaborations in which there are many document versions or for which there is a desire for content control.

Answer: FALSE

Diff: 1 Page Ref: 41

AACSB: Reflective thinking

Study Question: Study Question 4

25) A shared file server is used to share content that requires maximal control.

Answer: FALSE

Diff: 1 Page Ref: 41

AACSB: Analytic skills

Study Question: Study Question 4

26) Collaborative teams can use wiki technology to create and maintain private wikis that serve as a repository of team knowledge.

Answer: TRUE

Diff: 1 Page Ref: 41

AACSB: Analytic skills

Study Question: Study Question 4

27) You need a Gmail account to set up access to Google Docs & Spreadsheets.

Answer: FALSE

Diff: 1 Page Ref: 41

AACSB: Analytic skills

Study Question: Study Question 4

28) With Google Docs & Spreadsheets, documents are stored on the user's computer.

Answer: FALSE

Diff: 1 Page Ref: 42

AACSB: Analytic skills

Study Question: Study Question 4

29) Groove permits parallel or simultaneous changes to the same document by two users.

Answer: FALSE

Diff: 1 Page Ref: 43

AACSB: Use of IT

Study Question: Study Question 4

30) The downside to Groove is that to participate all users must have purchased a license for Groove and have it installed on their computers.

Answer: TRUE

Diff: 1 Page Ref: 43

AACSB: Analytic skills

Study Question: Study Question 4

31) Groove uses TCP-IP to enable meeting participants to conduct telephone conversations using the Internet connection.

Answer: FALSE

Diff: 1 Page Ref: 43

AACSB: Analytic skills

Study Question: Study Question 4

32) Version management systems have provisions for version control.

Answer: FALSE

Diff: 2 Page Ref: 44

AACSB: Analytic skills

Study Question: Study Question 4

33) In version-control systems, the shared directories used to store shared documents are called libraries.

Answer: TRUE

Diff: 2 Page Ref: 44

AACSB: Analytic skills

Study Question: Study Question 4

34) Microsoft Groove is the most popular version-control system for general business use.

Answer: FALSE

Diff: 2 Page Ref: 44

AACSB: Analytic skills

Study Question: Study Question 4

35) Jane's team receives and reviews the documents at the same time. This is an example of sequential workflow.

Answer: FALSE

Diff: 2 Page Ref: 45

AACSB: Analytic skills

Study Question: Study Question 4

36) A virtual private network (VPN) is a private electronic network.

Answer: FALSE

Diff: 2 Page Ref: 48

AACSB: Analytic skills

Study Question: Study Question 5

37) Engineers at Richard's company meet every Friday over the Internet. He wanted to ski one week, so he convinced John to sign in to the system and pretend to be him. This is an example of spoofing.

Answer: TRUE

Diff: 2 Page Ref: 48

AACSB: Analytic skills

Study Question: Study Question 5

38) Operational decisions concern the allocation of resources.

Answer: FALSE

Diff: 2 Page Ref: 51

AACSB: Analytic skills

Study Question: Study Question 6

39) TPS stands for "Transaction Processing Systems."

Answer: TRUE

Diff: 1 Page Ref: 51

AACSB: Analytic skills

Study Question: Study Question 6

40) A TPS is designed to support operational decision making.

Answer: TRUE

Diff: 2 Page Ref: 51

AACSB: Analytic skills

Study Question: Study Question 6

41) Strategic decisions are typically non-collaborative.

Answer: FALSE

Diff: 2 Page Ref: 51

AACSB: Reflective thinking

Study Question: Study Question 6

42) Moving a factory from Detroit to Mexico is an example of a strategic decision.

Answer: TRUE

Diff: 2 Page Ref: 51

AACSB: Reflective thinking

Study Question: Study Question 6

43) Some strategic decisions could be structured.

Answer: TRUE

Diff: 3 Page Ref: 52

AACSB: Analytic skills

Study Question: Study Question 6

44) An unstructured decision is one for which there is no agreed-on decision-making method.

Answer: TRUE

Diff: 1 Page Ref: 52

AACSB: Analytic skills

Study Question: Study Question 6

45) Determining when goods should be re-ordered is an example of an unstructured decision.

Answer: FALSE

Diff: 2 Page Ref: 52

AACSB: Analytic skills

Study Question: Study Question 6

46) Finding the best location for building a new plant is an example of a structured decision.

Answer: FALSE

Diff: 2 Page Ref: 52

AACSB: Analytic skills

Study Question: Study Question 6

47) A structured decision is one for which there is an understood and accepted method for making the decision.

Answer: TRUE

Diff: 1 Page Ref: 52

AACSB: Analytic skills

Study Question: Study Question 6

48) Determining the best mix of products that a company should sell is an example of an unstructured decision.

Answer: TRUE

Diff: 3 Page Ref: 52

AACSB: Reflective thinking

Study Question: Study Question 6

49) More often than not, structured decisions require collaboration.

Answer: FALSE

Diff: 2 Page Ref: 52

AACSB: Reflective thinking

Study Question: Study Question 6

50) Unstructured decisions are best supported by automated information systems.

Answer: FALSE

Diff: 3 Page Ref: 52

AACSB: Analytic skills

Study Question: Study Question 6

51) Communication systems are the most important collaboration system for unstructured decision processes.

Answer: TRUE

Diff: 2 Page Ref: 52

AACSB: Analytic skills

Study Question: Study Question 6

52) By 2020 virtual meetings will be rare.

Answer: FALSE

Diff: 1 Page Ref: 53

AACSB: Reflective thinking

Study Question: Study Question 7

53) Those who engage in empathetic thinking consider their view as one possible interpretation of the situation and actively work to learn what other people are thinking.

Answer: TRUE

Diff: 1 Page Ref: 56

AACSB: Reflective thinking

Study Question: Study Question 6

54) Egocentric thinkers usually consider their view as one possible interpretation of the situation.

Answer: FALSE

Diff: 2 Page Ref: 56-57

AACSB: Reflective thinking

Study Question: Study Question 6

55) Egocentric thinkers are more likely to work to achieve a common definition and understanding of information system problems.

Answer: FALSE

Diff: 2 Page Ref: 56-57

AACSB: Reflective thinking

Study Question: Study Question 6



## 2.2 Multiple Choice Questions

1) Which of the following is not part of the definition of collaboration?

- A) diverging goals
- B) working together
- C) communicating
- D) coordinating

Answer: A

Diff: 1 Page Ref: 32

AACSB: Analytic skills

Study Question: Study Question 1

2) Which of the following is one of the three critical factors that drive the effectiveness of a collaborative effort?

- A) information systems
- B) workflow control
- C) hardware
- D) procedures

Answer: B

Diff: 1 Page Ref: 32

AACSB: Analytic skills

Study Question: Study Question 1

3) Seema John, the floor supervisor at a call center, calls Bryan, an executive, into her office. She reports observing a few critical omissions in his calls, a finding supported by recent customer surveys. Bryan feels that Seema is just throwing her weight around. Which component of collaboration seems to be dysfunctional in this scenario?

- A) Seema seems to be poor in workflow management.
- B) Bryan needs to learn to receive feedback.
- C) Seema's content management skills are questionable.
- D) The office lacks a communication system.

Answer: B

Diff: 1 Page Ref: 33

AACSB: Reflective thinking

Study Question: Study Question 1

4) When multiple users are contributing and changing documents, schedules, task lists, assignments, and so forth, one user's work might interfere with that of another. Also, it is important to know who made what changes, when, and why. Which aspect of collaboration is being discussed here?

- A) content management
- B) workflow control
- C) communication system
- D) feedback process

Answer: A

Diff: 2 Page Ref: 33

AACSB: Reflective thinking

Study Question: Study Question 1

5) A critical aspect of content management is the authority to manage data. Some are allowed to create, edit, and delete content, others are restricted to edit, and still others are restricted to a read-only status. This is managed through \_\_\_\_\_.

- A) communication rights
- B) feedback systems
- C) permissions
- D) iterative systems

Answer: C

Diff: 1 Page Ref: 33

AACSB: Reflective thinking

Study Question: Study Question 1

6) Which of the following statements is true regarding collaborative systems?

- A) Creating and formalizing workflows is the most critical collaborative task for ad hoc workgroups.
- B) The three collaboration drivers are equally important for all collaborations.
- C) Content-management system is a process by which content is created, edited, used, and disposed.
- D) Information systems play a key role in enforcing permissions for content management.

Answer: D

Diff: 2 Page Ref: 33

AACSB: Reflective thinking

Study Question: Study Question 1

7) A(n) \_\_\_\_\_ is a process or procedure by which content is created, edited, used, and disposed.

- A) communication system
- B) feedback flow
- C) iteration
- D) workflow

Answer: D

Diff: 2 Page Ref: 33

AACSB: Analytic skills

Study Question: Study Question 1

8) iPhones and Blackberries are examples of the \_\_\_\_\_ hardware component of collaboration information systems.

- A) client
- B) server
- C) virtual
- D) workflow

Answer: A

Diff: 1 Page Ref: 33

AACSB: Analytic skills

Study Question: Study Question 2

9) \_\_\_\_\_ hardware consists of computers that are installed and operated by IT professionals and support the collaboration system.

- A) Client
- B) Program
- C) Server
- D) Support

Answer: C

Diff: 1 Page Ref: 33

AACSB: Analytic skills

Study Question: Study Question 2

10) Which of the following is not an example of a collaboration application?

- A) Google Docs & Spreadsheets
- B) Microsoft PowerPoint
- C) Microsoft Groove
- D) Microsoft SharePoint

Answer: B

Diff: 2 Page Ref: 34

AACSB: Analytic skills

Study Question: Study Question 2

11) Neville is the operations manager at Access Software Inc. As the company opens its third unit in the campus, he decides to implement a collaborative system supporting wikis and blogs. Which of the following should he choose?

- A) Google Docs & Spreadsheets
- B) Microsoft Groove
- C) Microsoft Access
- D) Microsoft Sharepoint

Answer: D

Diff: 2 Page Ref: 34

AACSB: Analytic skills

Study Question: Study Question 2

12) One of the procedures of a collaboration project is task status reporting. This is done in the \_\_\_\_\_ phase of the project.

- A) starting
- B) planning
- C) doing
- D) wrapping-up

Answer: C

Diff: 2 Page Ref: 35

AACSB: Analytic skills

Study Question: Study Question 2

13) "Who is on the team?" is a decision made at the \_\_\_\_\_ phase of a project.

- A) starting
- B) planning
- C) doing
- D) wrapping-up

Answer: A

Diff: 2 Page Ref: 35

AACSB: Analytic skills

Study Question: Study Question 2

14) In the planning phase, the "evaluate alternatives" task cannot begin until the completion of the "create alternative list" task. This is referred to as the \_\_\_\_\_ between them.

- A) task progression
- B) iterative loop
- C) task dependency
- D) sequential processing

Answer: C

Diff: 2 Page Ref: 35

AACSB: Reflective thinking

Study Question: Study Question 2

15) Which of the following statements is not true of the collaboration procedures?

- A) Setting expectations for team members is the fundamental purpose of the planning phase.
- B) Tasks are accomplished during the doing phase.
- C) In the doing stage, it is often necessary to add or delete tasks or change task assignments.
- D) Iteration and feedback are part of every phase of a project.

Answer: A

Diff: 2 Page Ref: 35-36

AACSB: Reflective thinking

Study Question: Study Question 2

16) Which of the following is not one of the twelve most important characteristics of an effective collaborator?

- A) is well organized
- B) is open-minded and curious
- C) is a perceptive listener
- D) is willing to put forward unpopular ideas

Answer: A

Diff: 2 Page Ref: 37

AACSB: Analytic skills

Study Question: Study Question 2

17) Face-to-face meetings are examples of \_\_\_\_\_ communication.

- A) synchronous
- B) distributed
- C) sequential
- D) parallel

Answer: A

Diff: 1 Page Ref: 38

AACSB: Analytic skills

Study Question: Study Question 3

18) \_\_\_\_\_ communication occurs when team members do not meet at the same time.

- A) Asynchronous
- B) Virtual
- C) Distributed
- D) Sequential

Answer: A

Diff: 1 Page Ref: 38

AACSB: Analytic skills

Study Question: Study Question 3

19) The use of a conference call is an example of \_\_\_\_\_ communication.

- A) sequential
- B) synchronous
- C) unstructured
- D) parallel

Answer: B

Diff: 2 Page Ref: 38

AACSB: Analytic skills

Study Question: Study Question 3

20) Owing to operational restrictions, Kate has to organize an asynchronous communication involving her team members. Which of the following could she use?

- A) video conference
- B) multiuser text chat
- C) email
- D) a WebEx session

Answer: C

Diff: 1 Page Ref: 38

AACSB: Use of IT

Study Question: Study Question 3

21) Employees of multinational organizations who work in different time zones will likely find \_\_\_\_\_ communication to be more effective.

- A) synchronous
- B) asynchronous
- C) sequential
- D) parallel

Answer: B

Diff: 2 Page Ref: 38

AACSB: Analytic skills

Study Question: Study Question 3

22) Arthur's discussion group meets every Wednesday at 4. This is an example of \_\_\_\_\_ communication.

- A) synchronous
- B) asynchronous
- C) sequential
- D) parallel

Answer: A

Diff: 2 Page Ref: 38

AACSB: Analytic skills

Study Question: Study Question 3

23) \_\_\_\_\_ is a popular commercial webinar product used in virtual sales presentations.

- A) WebEx
- B) Microsoft SharePoint
- C) WebCT
- D) Google Docs

Answer: A

Diff: 1 Page Ref: 38

AACSB: Use of IT

Study Question: Study Question 3

24) Microsoft NetMeeting is an example of a(n) \_\_\_\_\_.

- A) videoconferencing product
- B) email client
- C) multiparty chat application
- D) discussion forum

Answer: A

Diff: 1 Page Ref: 38

AACSB: Use of IT

Study Question: Study Question 3

25) Which of the following team communication methods is most likely to be disorganized and disconnected?

- A) discussion forums
- B) wikis
- C) emails
- D) surveys

Answer: C

Diff: 2 Page Ref: 38

AACSB: Use of IT

Study Question: Study Question 4

26) Which of the following is the most significant disadvantage to using asynchronous e-mail communication?

- A) There is too much freedom.
- B) It is tough to hide from email.
- C) It is intrusive in that you have to remain online all the time.
- D) It is expensive.

Answer: A

Diff: 2 Page Ref: 38

AACSB: Reflective thinking

Study Question: Study Question 4

27) Which of the following is one reason why discussion forums are better than emails in asynchronous communication?

- A) It is easier to hide from than email.
- B) It is less intrusive than email.
- C) It is harder for the discussion to get off track.
- D) It requires no application to be installed.

Answer: C

Diff: 2 Page Ref: 38-39

AACSB: Analytic skills

Study Question: Study Question 4

28) Which of the following is an asynchronous communication technology that helps easily determine who has not yet responded to a request?

- A) wikis
- B) discussion forums
- C) surveys
- D) email

Answer: C

Diff: 1 Page Ref: 39-40

AACSB: Analytic skills

Study Question: Study Question 4

29) Which of the following is the most primitive way to share content?

- A) surveys
- B) blogs
- C) wikis
- D) email

Answer: D

Diff: 1 Page Ref: 40

AACSB: Use of IT

Study Question: Study Question 4

30) Which of the following is not one of the categories of content-management control?

- A) no control
- B) third-party control
- C) version management
- D) version control

Answer: B

Diff: 1 Page Ref: 40

AACSB: Analytic skills

Study Question: Study Question 4

31) Which of the following is false regarding sharing of content without control?

- A) Emails will not suffice for collaborations in which there are many document versions.
- B) Storing documents on servers makes it impossible for team members to interfere with one another's work.
- C) Storing documents on servers is better than using email attachments.
- D) Without any version management it will be impossible to know who changed the document and when.

Answer: B

Diff: 3 Page Ref: 41

AACSB: Reflective thinking

Study Question: Study Question 4

32) Systems that track changes to documents and provide features and functions to accommodate concurrent work are said to provide \_\_\_\_\_ management.

- A) review
- B) version
- C) collaboration
- D) repository

Answer: B

Diff: 1 Page Ref: 41

AACSB: Analytic skills

Study Question: Study Question 4



33) \_\_\_\_\_ systems track changes but do not control them.

- A) Ftp
- B) Version management
- C) Version-control
- D) Discussion

Answer: B

Diff: 2 Page Ref: 41

AACSB: Analytic skills

Study Question: Study Question 4

34) A(n) \_\_\_\_\_ is a shared knowledge base in which the content is managed by the users.

- A) cache
- B) ftp
- C) workspace
- D) wiki

Answer: D

Diff: 2 Page Ref: 41

AACSB: Analytic skills

Study Question: Study Question 4

35) The simplest version management systems are \_\_\_\_\_.

- A) wikis
- B) email applications
- C) blogs
- D) surveys

Answer: A

Diff: 1 Page Ref: 41

AACSB: Analytic skills

Study Question: Study Question 4

36) Which of the following statements is true about Google Docs & Spreadsheets?

- A) A Google account is not required to edit a document.
- B) Documents are stored on the user's computer.
- C) Users are not allowed to simultaneously see and edit documents.
- D) Google tracks document revisions, with brief summaries of changes made.

Answer: D

Diff: 1 Page Ref: 42

AACSB: Analytic skills

Study Question: Study Question 4

37) Microsoft Groove creates a collection of tools, documents, and users called a(n) \_\_\_\_\_.

- A) workspace
- B) virtual cubicle
- C) wiki
- D) workstation

Answer: A

Diff: 2 Page Ref: 43

AACSB: Analytic skills

Study Question: Study Question 4

38) All of the following statements on Groove's features are correct except:

- A) when a user changes a document, Groove automatically propagates that change to workspaces on other users' computers.
- B) if two users attempt to change the same document at the same time, Groove disallows one of them until the other is finished.
- C) Groove is used exclusively for synchronous collaboration as it uses multiuser text chat.
- D) Groove uses Voice over IP to enable meeting participants to conduct telephone conversations.

Answer: C

Diff: 2 Page Ref: 43

AACSB: Analytic skills

Study Question: Study Question 4

39) Which of the following is a downside to Groove's implementation and usage?

- A) Users must purchase a license and have it installed on their computers.
- B) Team members cannot use Groove asynchronously.
- C) Groove cannot be hosted on a desktop computer.
- D) Groove workspace is available only when the server is connected to the Internet.

Answer: A

Diff: 2 Page Ref: 43

AACSB: Analytic skills

Study Question: Study Question 4

40) Version-management systems:

- A) improve the tracking of shared content.
- B) provide version control.
- C) limit the actions that can be taken by any particular user.
- D) give control over the changes to documents to particular users.

Answer: A

Diff: 2 Page Ref: 44

AACSB: Analytic skills

Study Question: Study Question 4

41) With version-control systems, shared documents are placed into shared directories, sometimes called \_\_\_\_\_.

- A) folders
- B) repositories
- C) libraries
- D) data mines

Answer: C

Diff: 1 Page Ref: 44

AACSB: Analytic skills

Study Question: Study Question 4

42) The most popular version control application for general business use is \_\_\_\_\_.

- A) Microsoft SharePoint
- B) Microsoft Groove
- C) Microsoft PowerPoint
- D) Microsoft Outlook

Answer: A

Diff: 1 Page Ref: 44

AACSB: Analytic skills

Study Question: Study Question 4

43) 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.

- A) sequential
- B) simple
- C) parallel
- D) linear

Answer: C

Diff: 2 Page Ref: 45

AACSB: Reflective thinking

Study Question: Study Question 5

44) \_\_\_\_\_ workflow is when activities occur simultaneously.

- A) Sequential
- B) Simple
- C) Parallel
- D) Linear

Answer: C

Diff: 1 Page Ref: 45

AACSB: Analytic skills

Study Question: Study Question 5

45) \_\_\_\_\_ workflow is when activities occur one after another.

- A) Sequential
- B) Simple
- C) Parallel
- D) Operational

Answer: A

Diff: 1 Page Ref: 45

AACSB: Analytic skills

Study Question: Study Question 5

46) A \_\_\_\_\_ is a perceived difference between what is and what ought to be.

- A) dilemma
- B) situation
- C) problem
- D) structural gap

Answer: C

Diff: 1 Page Ref: 50

AACSB: Analytic skills

Study Question: Study Question 6

47) Kyra orders 500 units of Type-2 steel wrougths for the next month. In doing so, she has taken a(n) \_\_\_\_\_ decision.

- A) operational
- B) tactical
- C) directional
- D) strategic

Answer: A

Diff: 2 Page Ref: 51

AACSB: Reflective thinking

Study Question: Study Question 6

48) \_\_\_\_\_ decisions concern the allocation and utilization of resources.

- A) Operational
- B) Practical
- C) Managerial
- D) Strategic

Answer: C

Diff: 2 Page Ref: 51

AACSB: Analytic skills

Study Question: Study Question 6

49) \_\_\_\_\_ decisions are broad in scope and concern long-term organizational issues.

- A) Operational
- B) Tactical
- C) Managerial
- D) Strategic

Answer: D

Diff: 2 Page Ref: 51

AACSB: Analytic skills

Study Question: Study Question 6

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

- A) sequential
- B) structured
- C) unstructured
- D) parallel

Answer: B

Diff: 2 Page Ref: 51

AACSB: Analytic skills

Study Question: Study Question 6

51) Determining the best mix of products to sell in the European market is an example of a(n) \_\_\_\_\_ decision.

- A) structured
- B) asynchronous
- C) operational
- D) unstructured

Answer: D

Diff: 2 Page Ref: 51

AACSB: Analytic skills

Study Question: Study Question 6

52) Isabel, the HR Manager and two of her executives are discussing a candidate's application. They examine his qualifications and experience. Isabel also tries to gauge his cultural fitment in their team before deciding to take the person. This is an example of a(n) \_\_\_\_\_ decision-making.

- A) synchronous
- B) unstructured
- C) asynchronous
- D) free-flow

Answer: B

Diff: 2 Page Ref: 52

AACSB: Reflective thinking

Study Question: Study Question 6

- 53) Which of the following is an example of an unstructured decision?  
A) How many overtime hours do we need to fill this order?  
B) What are the benefits of outsourcing our bookkeeping processes?  
C) What is the acceptable product defect ratio to achieve an 85 percent utilization?  
D) When should the next batch be scheduled to reduce idle time?

Answer: B

Diff: 3 Page Ref: 52

AACSB: Reflective thinking

Study Question: Study Question 6

54) If you believe that your view of the information system and its problems is the most important one, you are engaging in \_\_\_\_\_ thinking.

- A) logical  
B) egocentric  
C) empathetic  
D) accurate

Answer: B

Diff: 1 Page Ref: 56

AACSB: Analytic skills

Study Question: Study Question 6

55) Understanding how the output from your system impacts other people in the organization is an example of \_\_\_\_\_ thinking.

- A) qualified  
B) egocentric  
C) empathetic  
D) accurate

Answer: C

Diff: 1 Page Ref: 56

AACSB: Analytic skills

Study Question: Study Question 6

## 2.3 Essay Questions

1) What are the three critical drivers of 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.

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AACSB: Communication

Study Question: Study Question 1

2) 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.

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AACSB: Reflective thinking

Study Question: Study Question 3

3) What are the two types of hardware used in a collaboration information system?

Answer: Client hardware -- the computers and other communication devices (iPhones, Blackberries) that users employ to participate in collaboration activities.

Server hardware -- consists of computers that are installed and operated by IT professionals that support the collaboration system.

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AACSB: Analytic skills

Study Question: Study Question 2

4) 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.

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AACSB: Analytic skills

Study Question: Study Question 4

5) 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.

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AACSB: Reflective thinking

Study Question: Study Question 4

6) 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.

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AACSB: Reflective thinking

Study Question: Study Question 6

7) 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.

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AACSB: Reflective thinking

Study Question: Study Question 6

8) Explain why structured decisions seldom require collaboration.

Answer: A structured decision process is one where there is an understood and accepted method for making the decision. Since the decision process is already understood, there is no reason for collaboration to determine how to make the decision.

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AACSB: Reflective thinking

Study Question: Study Question 6

9) 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 or her 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.

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AACSB: Reflective thinking

Study Question: Study Question 6



10) How can the use of collaboration tools cause a violation of corporate security policy?

Answer: To prepare for a meeting, you access your corporate computer systems and obtain all of the sales for your products over the past 12 months. That data is highly confidential and is protected by your IS department in many ways. You can access it only because you have access authority as an employee. But, without thinking about security, you post that data in a Groove work space so that both your advertising agency and the marketing guru can view it. You have just violated corporate security. That confidential data is now available to the agency and the consultant.

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AACSB: Reflective thinking

Study Question: Study Question 6