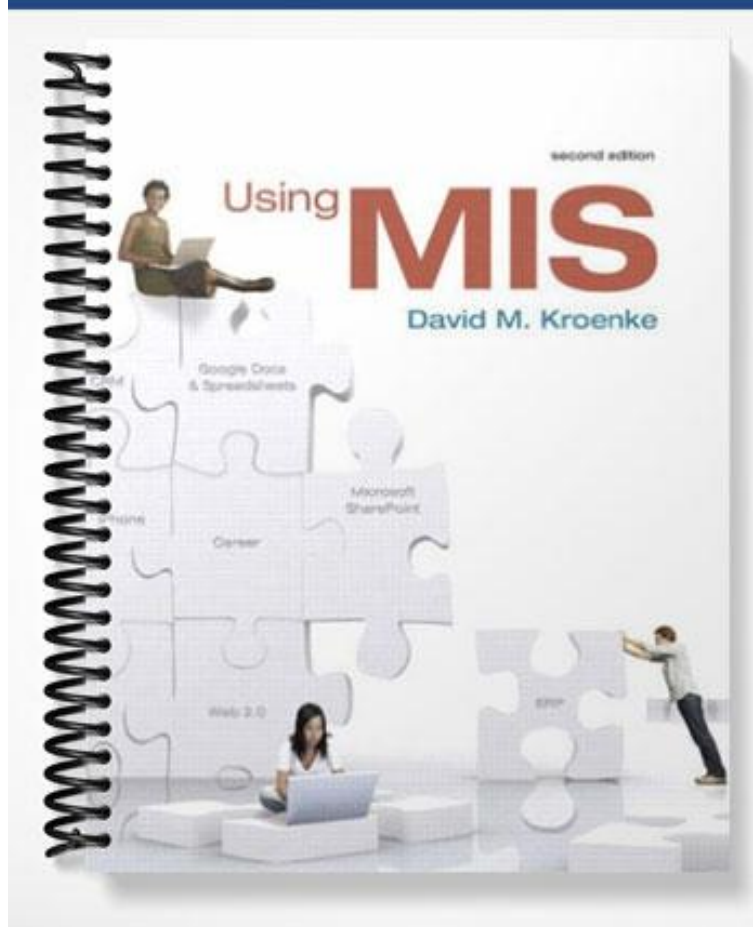


TEST BANK



Chapter 2

Information Systems for Collaboration

True-False Questions

1. Communication occurs when two or more people work together for a common goal.

Answer: False

Difficulty: Medium

Page Reference: 31

AACSB: Reflective Thinking

2. Collaboration occurs when employees work together on a product.

Answer: True

Difficulty: Medium

Page Reference: 31

3. Henry collects the parts made by six people and puts them together to form one item. This is an example of collaboration.

Answer: False

Difficulty: Medium

Page Reference: 31

AACSB: Communication

4. Collaborative work involves feedback.

Answer: True

Difficulty: Easy

Page Reference: 31

5. Collaboration requires communication skills and an effective communication system.

Answer: False

Difficulty: Medium

Page Reference: 31

6. Content management systems are important for collaboration.

Answer: True

Difficulty: Medium

Page Reference: 31

AACSB: Use of IT

7. The process by which content for collaboration is created is called a workflow.

Answer: True

Difficulty: Medium

Page Reference: 32

8. Synchronous communication is when all the team members meet face-to-face.

Answer: True

Difficulty: Medium

Page Reference: 33

-
9. Team members who work different shifts must meet asynchronously.

Answer: True

Difficulty: Medium

Page Reference: 33

-
10. Liz's team conference calls every Tuesday at 2. This is an example of synchronous communication.

Answer: True

Difficulty: Medium

Page Reference: 33

AACSB: Reflective Thinking

11.	James' virtual team meets every Monday through the Internet, since they are located in fourteen countries.	Answer: True	Difficulty: hard	Page Reference: 34
12.	Microsoft Groove is an example of a conference call software.	Answer: False	Difficulty: Medium	Page Reference: 34
		AACSB: Use of IT		
13.	Mary's team emails each other since they must communicate asynchronously.	Answer: True	Difficulty: Medium	Page Reference: 34
14.	George's team uses videoconferencing to asynchronously communicate.	Answer: False	Difficulty: Hard	Page Reference: 34
		AACSB: Reflective Thinking		
15.	Attaching charts and documents to emails is an example of sharing uncontrolled content.	Answer: True	Difficulty: Medium	Page Reference: 35
16.	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.	Answer: True	Difficulty: Hard	Page Reference: 37
17.	Wikis are an example of shared content with no controls.	Answer: False	Difficulty: Medium	Page Reference: 37
		AACSB: Reflective Thinking		
18.	Shared content management systems track changes to documents.	Answer: False	Difficulty: Medium	Page Reference: 37
19.	Charlie's team uses wikis because the system can track changes.	Answer: True	Difficulty: Medium	Page Reference: 37
20.	Wikipedia is an example of a wiki.	Answer: True	Difficulty: Easy	Page Reference: 37
21.	Google Docs and Microsoft Groove are examples of collaboration products.	Answer: True	Difficulty: Medium	Page Reference: 38
		AACSB: Use of IT		
22.	Will's team uses VoIP to allow telephone calls through the Internet.	Answer: True	Difficulty: Medium	Page Reference: 39
		AACSB: Analytical Skills		

23.	Version management systems provide version control.	Answer: False	Difficulty: Medium	Page Reference: 40
24.	When sharing documents, version control systems place the shared documents into shared repositories.	Answer: False	Difficulty: Hard	Page Reference: 40
25.	Richard's group places all of their documents in a shared directory for version control called a library.	Answer: True	Difficulty: Medium	Page Reference: 40
	AACSB: Reflective Thinking			
26.	Sequential workflow has activities that occur one after another.	Answer: True	Difficulty: Medium	Page Reference: 41
27.	Jane's team receives and reviews the documents at the same time. This is an example of sequential workflow.	Answer: False	Difficulty: Medium	Page Reference: 41
28.	A VPN operates over a private network.	Answer: False	Difficulty: Medium	Page Reference: 42
	AACSB: Analytical Skills			
29.	Engineers at the Edward Corporation meet virtually, over the Internet.	Answer: True	Difficulty: Medium	Page Reference: 42
	AACSB: Communication			
30.	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.	Answer: True	Difficulty: Medium	Page Reference: 42
	AACSB: Analytical Skills			
31.	Operational decisions involve month-to-month activities.	Answer: False	Difficulty: Medium	Page Reference: 44
32.	Operational decisions concern day-to-day activities.	Answer: True	Difficulty: Medium	Page Reference: 44
	AACSB: Reflective Thinking			
33.	TPS stands for "Transaction Processing System".	Answer: True	Difficulty: Easy	Page Reference: 44

34.	A TPS is designed to support operational decision making.	Answer: True	Difficulty: Medium	Page Reference: 44
35.	Strategic decisions are typically non-collaborative.	Answer: False	Difficulty: Medium	Page Reference: 46
	AACSB: Reflective Thinking			
36.	Moving a factory from Detroit to Mexico is an example of a strategic decision.	Answer: True	Difficulty: Medium	Page Reference: 46
	AACSB: Analytical Skills			
37.	Some strategic decisions could be structured.	Answer: True	Difficulty: Hard	Page Reference: 47
38.	An unstructured decision is one for which there is no agreed-on decision-making method.	Answer: True	Difficulty: Easy	Page Reference: 34
	AACSB: Reflective Thinking			
39.	Determining when goods should be re-ordered is an example of an unstructured decision.	Answer: False	Difficulty: Medium	Page Reference: 47
40.	Finding the best location for building a new plant is an example of a structured decision.	Answer: False	Difficulty: Medium	Page Reference: 47
	AACSB: Analytical Skills			
41.	A structured decision is one for which there is an understood and accepted method for making the decision.	Answer: True	Difficulty: Easy	Page Reference: 47
42.	Determining the best mix of products that a company should sell is an example of an unstructured decision.	Answer: True	Difficulty: Hard	Page Reference: 47
43.	Structured decisions require collaboration.	Answer: False	Difficulty: Medium	Page Reference: 47
	AACSB: Reflective Thinking			
44.	Unstructured decisions are best supported by automated information systems.	Answer: False	Difficulty: Hard	Page Reference: 48
45.	Communication systems are the most important collaboration system for unstructured decision processes.	Answer: True	Difficulty: Medium	Page Reference: 48

46.	A problem is a perception.	Answer: True	Difficulty: Easy	Page Reference: 49
AACSB: Reflective Thinking				
47.	A project's scope refers to all the requirements that must be achieved by the product.	Answer: True	Difficulty: Easy	Page Reference: 50
48.	Egocentric thinkers usually consider their view as one possible interpretation of the situation.	Answer: False	Difficulty: Medium	Page Reference: 54
AACSB: Communication				
49.	Empathetic thinkers are more likely to work to achieve a common definition and understanding of information system problems.	Answer: True	Difficulty: Medium	Page Reference: 54
AACSB: Communication				
50.	Egocentric thinkers are more likely to think their IT problem is the one true view of the problem.	Answer: True	Difficulty: Easy	Page Reference: 54
AACSB: Communication				

Multiple Choice Questions

51.	_____ occurs when two or more people work together to achieve a common goal.			
	a. Collaboration			
	b. Communication			
	c. Coordination			
	d. Content management			
Answer: a				
Difficulty: Easy				
Page Reference: 31				
AACSB: Reflective Thinking				
52.	_____ management systems track who made changes to documents.			
	a. Collaboration			
	b. Communication			
	c. Coordination			
	d. Content			
Answer: d				
Difficulty: Medium				
Page Reference: 31				
AACSB: Use of IT				

53. Collaborative work involves _____.

- a. feedback
- b. iteration
- c. patience
- d. a and c
- e. a and b

Answer: e

Difficulty: Medium

Page Reference: 31

54. Team members may be given _____ to create and edit contents.

- a. content management
- b. full permission
- c. communication
- d. collaboration

Answer: b

Difficulty: Medium

Page Reference: 31

AACSB: Reflective Thinking

55. Communication involves both the abilities of the group members and effective _____.

- a. communication systems.
- b. speakers.
- c. videoconferences.
- d. content management.

e. **Answer:** a

Difficulty: Medium

Page Reference: 31

56. _____ is a series of production, comment, and revision.

- a. Communication
- b. Feedback
- c. Content
- d. Workflow
- e. Iteration

Answer: e

Difficulty: Medium

Page Reference: 31

57. _____ occurs when team members review each other's work.

- a. Communication
- b. Feedback
- c. Content
- d. Workflow
- e. Iteration

Answer: b

Difficulty: Medium

Page Reference: 31

AACSB: Reflective Thinking

58. A(n) _____ is the process of creating, editing, using, and disposing of content.
- a. communication
 - b. feedback
 - c. content
 - d. workflow
 - e. iteration

Answer: d

Difficulty: Medium

Page Reference: 32

59. Ad hoc work groups are _____ collaboration groups.
- a. one time
 - b. independent
 - c. individual
 - d. restricted

Answer: a

Difficulty: Medium

Page Reference: 32

60. Face-to-face meetings are _____.
- a. Synchronous
 - b. Asynchronous
 - c. Sequential
 - d. Parallel

Answer: a

Difficulty: Easy

Page Reference: 33

AACSB: Reflective Thinking

61. _____ communications occur when all team members meet at the same time.
- a. Synchronous
 - b. Asynchronous
 - c. Sequential
 - d. Parallel

Answer: a

Difficulty: Easy

Page Reference: 33

62. Employees who work in different time zones will use _____ communications.
- a. Synchronous
 - b. Asynchronous
 - c. Sequential
 - d. Parallel

Answer: b

Difficulty: Medium

Page Reference: 33

-
63. Arthur's discussion group meets every Wednesday at 4. This is an example of _____ communications.
- a. Synchronous
 - b. Asynchronous
 - c. Sequential
 - d. Parallel

Answer: a

Difficulty: Medium

Page Reference: 33

AACSB: Reflective Thinking

64. Videoconferencing is an example of _____ meetings.
- a. Synchronous
 - b. Asynchronous
 - c. Sequential
 - d. Parallel

Answer: a

Difficulty: Medium

Page Reference: 34

-
65. Videoconferencing requires that each participant have a _____.
- a. phone
 - b. camera
 - c. chat
 - d. discussion forum

Answer: b

Difficulty: Medium

Page Reference: 34

-
66. Conference calls are a _____ virtual meeting.
- a. sequential
 - b. synchronous
 - c. asynchronous
 - d. parallel

Answer: b

Difficulty: Medium

Page Reference: 34

-
67. Multiparty text chats are a _____ virtual meeting.
- a. sequential
 - b. synchronous
 - c. asynchronous
 - d. parallel

Answer: b

Difficulty: Medium

Page Reference: 34

AACSB: Reflective Thinking

68. Email is an example of a _____ meeting.

- a. sequential
- b. synchronous
- c. asynchronous
- d. parallel

Answer: c

Difficulty: Easy

Page Reference: 34

69. Microsoft NetMeeting is an example of a _____ product.

- a. videoconferencing
- b. email
- c. multiparty chat
- d. discussion forum

Answer: a

Difficulty: Easy

Page Reference: 34

AACSB: Use of IT

70. Edgar created a list of questions and the other team members responded to his _____.

- a. discussion forum
- b. team survey
- c. wiki
- d. conference call

Answer: b

Difficulty: Medium

Page Reference: 35

71. Harold posts a message to a _____ and the group members respond to his post.

- a. discussion forum
- b. team survey
- c. wiki
- d. conference call

Answer: a

Difficulty: Medium

Page Reference: 35

AACSB: Analytical Skills

72. Discussion threads can be very disorganized and disconnected when the team uses _____.

- a. discussion forums.
- b. team surveys.
- c. emails.
- d. multiparty text chats.

Answer: c

Difficulty: Medium

Page Reference: 35

-
73. If your organization uses version management without control, there can be _____ version(s) of documents.
- a. only one
 - b. incompatible
 - c. management
 - d. content

Answer: b

Difficulty: Medium

Page Reference: 36

74. Storing documents on servers is a better choice than emails because documents are:
- a. retrieved faster.
 - b. stored as smaller files.
 - c. version controlled.
 - d. in a single storage place.

Answer: d

Difficulty: Medium

Page Reference: 37

AACSB: Reflective Thinking

75. Rufus' group stores documents on a server using _____.
- a. wikis.
 - b. VoIP.
 - c. ftp.
 - d. email.

Answer: c

Difficulty: Medium

Page Reference: 37

76. _____ systems track changes but do not control them.
- a. Ftp
 - b. Version management
 - c. Version control
 - d. Discussion forums

Answer: b

Difficulty: Medium

Page Reference: 37

77. A _____ is a shared knowledge base in which the content is managed by the users.
- a. version
 - b. ftp
 - c. workspace
 - d. wiki

Answer: d

Difficulty: Medium

Page Reference: 37

AACSB: Use of IT

-
78. Microsoft Groove creates a collection of tools, documents, and users called a(n) _____.
- a. workspace.
 - b. SharePoint.
 - c. office.
 - d. drawing space.

Answer: a

Difficulty: Medium

Page Reference: 38

-
79. _____ allows team members to use the Internet to have telephone conversations.
- a. Version control
 - b. VoIP
 - c. Voice
 - d. VoInternet

Answer: b

Difficulty: Medium

Page Reference: 39

AACSB: Use of IT

-
80. 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

Difficulty: Medium

Page Reference: 41

AACSB: Analytical Skills

-
81. _____ workflow is when activities occur simultaneously.
- a. sequential
 - b. simple
 - c. parallel
 - d. linear

Answer: c

Difficulty: Easy

Page Reference: 41

-
82. _____ workflow is when activities occur one after another.
- a. sequential
 - b. simple
 - c. parallel
 - d. linear

Answer: a

Difficulty: Easy

Page Reference: 41

AACSB: Reflective Thinking

83. _____ decisions concern day-to-day activities such as whether to extend credit to a customer.

- a. Operational
- b. Tactical
- c. Managerial
- d. Strategic
- e. People

Answer: a

Difficulty: Medium

Page Reference: 44

84. _____ decisions concern the allocation and utilization of resources.

- a. Operational
- b. Practical
- c. Managerial
- d. Strategic
- e. People

Answer: c

Difficulty: Medium

Page Reference: 45

AACSB: Reflective Thinking

85. _____ decisions are broader in scope and concern long-term organizational issues.

- a. Operational
- b. Tactical
- c. Managerial
- d. Strategic
- e. People

Answer: d

Difficulty: Medium

Page Reference: 46

86. Structured and unstructured refer to the _____, not the underlying activity.

- a. decision process
- b. subject
- c. formula
- d. problem

Answer: a

Difficulty: Medium

Page Reference: 47

AACSB: Analytical Skills

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

- a. operational
- b. structured
- c. managerial
- d. strategic
- e. unstructured

Answer: b

Difficulty: Medium

Page Reference: 47

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

- a. operational
- b. structured
- c. managerial
- d. strategic
- e. unstructured

Answer: e

Difficulty: Medium

Page Reference: 47

AACSB: Analytical Skills

89. _____ are the most important collaboration systems for unstructured decision processes.

- a. Project management
- b. Feedback
- c. Communication systems
- d. Iterations

Answer: c

Difficulty: Medium

Page Reference: 48

90. A good problem _____ states the difference between what is and what ought to be.

- a. perception
- b. definition
- c. representation
- d. list

Answer: b

Difficulty: Medium

Page Reference: 49

AACSB: Reflective Thinking

-
91. A _____ is a perceived difference between what is and what ought to be.
- a. perception
 - b. definition
 - c. representation
 - d. problem

Answer: d

Difficulty: Easy

Page Reference: 49

-
92. _____ management ensures that all team members are working on the same version of the issues.
- a. content
 - b. project
 - c. team
 - d. communication

Answer: a

Difficulty: Easy

Page Reference: 50

-
93. Project managers must make _____ because resources are scarce.
- a. scope changes
 - b. dynamic applications
 - c. iterations
 - d. trade-offs

Answer: d

Difficulty: Medium

Page Reference: 50

AACSB: Reflective Thinking

-
94. The project _____ lists the expectations that will be achieved by the project.
- a. management
 - b. dependencies
 - c. scope
 - d. controls

Answer: c

Difficulty: Medium

Page Reference: 50

-
95. Projects are constrained by task _____.
- a. controls
 - b. management
 - c. collaboration
 - d. dependencies

Answer: d

Difficulty: Medium

Page Reference: 51

-
96. Collaboration systems that are important for lower-level activities are also important for higher-level ones because of the _____ of decision making.
- a. collaborations
 - b. hierarchical nature
 - c. communications
 - d. task dependencies

Answer: b

Difficulty: Medium

Page Reference: 51

AACSB: Reflective Thinking

-
97. Collaboration tools open the door to the loss of _____.
- a. critical assets.
 - b. security risks.
 - c. travel.
 - d. work quality.

Answer: a

Difficulty: Medium

Page Reference: 52

-
98. If you believe that your view of the information system and its problems is the most important one then you are engaging in _____ thinking.
- a. Logical
 - b. Egocentric
 - c. Empathetic
 - d. Accurate

Answer: b

Difficulty: Easy

Page Reference: 54

AACSB: Communication

-
99. _____ thinking centers on the self.
- a. Independent
 - b. Egocentric
 - c. Empathetic
 - d. Accurate

Answer: b

Difficulty: Easy

Page Reference: 54

AACSB: Communication

-
100. 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

Difficulty: Easy

Page Reference: 54

AACSB: Communication

Fill In the Blanks

101. **Collaboration** involves people working together with feedback and iteration.

Difficulty: Medium Page Reference: 31

102. When a group of people work together to achieve a common goal, it is called a **collaboration**.

Difficulty: Medium Page Reference: 31

AACSB: Reflective Thinking

103. The procedure where content is used and disposed of is **workflow control**.

Difficulty: Medium Page Reference: 32

AACSB: Analytical Skills

104. Robert's firm has locations in Sydney, Dubai, London, New York, and Rio. The marketing department meets using **asynchronous** communications.

Difficulty: Medium Page Reference: 33

105. **Multiparty text chats** allow team members to meet in a virtual, synchronous, and silent meeting.

Difficulty: Medium Page Reference: 34

-
106. Email is the most frequent **asynchronous** meeting used by teams.

Difficulty: Medium Page Reference: 34

-
107. Participants do not need to be in the same place or participate at the same time for a **virtual** meeting.

Difficulty: Medium Page Reference: 34

-
108. Synchronous virtual meetings employing cameras are called **videoconferences**.

Difficulty: Medium Page Reference: 34

109.	<u>Content management control</u> systems may have no control, version tracking, or version management.	Difficulty: Medium	Page Reference: 35
110.	<u>Discussion forums</u> allow one team member to post an idea and have others comment on it.	Difficulty: Medium	Page Reference: 35
AACSB: Use of IT			
111.	<u>Version management</u> systems not only track changes to documents and allow for concurrent work.	Difficulty: Medium	Page Reference: 37
112.	Collaborative teams often use private <u>wikis</u> as a repository of team knowledge.	Difficulty: Easy	Page Reference: 37
AACSB: Use of IT			
113.	A <u>workspace</u> is a group of users, documents, and tools created by collaboration products.	Difficulty: Medium	Page Reference: 38
114.	Version-control systems place documents in shared directories called <u>libraries</u> .	Difficulty: Medium	Page Reference: 40
115.	Shared documents in <u>version-control</u> systems are placed in libraries.	Difficulty: Medium	Page Reference: 40
116.	Microsoft SharePoint is one of the most popular <u>version-control</u> applications.	Difficulty: Medium	Page Reference: 40
117.	When activities occur simultaneously, it is a <u>parallel</u> workflow.	Difficulty: Easy	Page Reference: 41
AACSB: Reflective Thinking			
118.	Activities occur one after another in a <u>sequential</u> workflow.	Difficulty: Easy	Page Reference: 41
119.	<u>Operational decisions</u> include whether to extend credit to a customer.	Difficulty: Medium	Page Reference: 45
AACSB: Reflective Thinking			
120.	Deciding which invoices to pay today would be an example of a(n) <u>operational</u> decision.	Difficulty: Medium	Page Reference: 45
121.	Deciding how much a company should budget annually for computer hardware and software would be an example of a(n) <u>managerial</u> decision.	Difficulty: Medium	Page Reference: 45
AACSB: Analytical Skills			

122. TPS stands for transaction processing system.

Difficulty: Easy Page Reference: 45

123. Managerial decisions concern the allocation and utilization of resources.

Difficulty: Easy Page Reference: 45

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

Difficulty: Medium Page Reference: 46

AACSB: Reflective Thinking

125. Strategic decisions concern broader-scoped organizational issues.

Difficulty: Hard Page Reference: 46

126. Computing reorder quantities of products is an example of a(n) structured decision process

Difficulty: Medium Page Reference: 47

AACSB: Analytical Skills

127. A(n) unstructured decision process is one for which there is no agreed upon decision making methods.

Difficulty: Hard Page Reference: 47

128. Strategic decisions tend to be unstructured.

Difficulty: Hard Page Reference: 47

129. Operational decisions tend to be more structured.

Difficulty: Hard Page Reference: 47

130. Plans evolve dynamically because the process is unstructured.

Difficulty: Medium Page Reference: 48

131. Communication systems are the most important collaboration systems for unstructured decision processes.

Difficulty: Medium Page Reference: 48

AACSB: Use of IT

132. Feedback is crucial for unstructured decisions.

Difficulty: Easy Page Reference: 48

133. Predicting the future direction of the stock market would be an example of a(n) unstructured decision.

Difficulty: Medium Page Reference: 48

AACSB: Analytical Skills

134. Problem definition should describe both the current situation and the desired situation.

Difficulty: Medium Page Reference: 49

135. A problem is a perception.

Difficulty: Easy Page Reference: 49

AACSB: Reflective Thinking

136. Problem-identifiers, solution-providers, and solution-brokers must be able to communicate regularly.

Difficulty: Medium Page Reference: 49

AACSB: Communication

137. Identifying alternatives and selecting and brokering an alternative, involve feedback and iteration.

Difficulty: Medium Page Reference: 49

AACSB: Communication

138. Project managers may have to make trade-offs because resources are scarce.

Difficulty: Medium Page Reference: 50

139. The project scope is a list of the requirements of the project.

Difficulty: Medium Page Reference: 50

AACSB: Reflective Thinking

140. Project management is the techniques for achieving the project goals within the constraints of time and budget.

Difficulty: Medium Page Reference: 50

141. Projects normally have a limited duration; they are not unusually ongoing.

Difficulty: hard Page Reference: 50

142. A project is a dynamic application.

Difficulty: Medium Page Reference: 50

143. Content management is important to ensure that all team members are working on the same version of a project.

Difficulty: Medium Page Reference: 50

AACSB: Reflective Thinking

144. Project management needs communication management, content management, and workflow control systems.

Difficulty: Medium Page Reference: 52

145. Workflow control is critical to project management because of task dependencies.

Difficulty: Medium Page Reference: 52

146. Decision making is hierarchical in nature.

Difficulty: Medium Page Reference: 52

147. **Decision making** is the fundamental activity that supports problem solving and project management.

Difficulty: Hard Page Reference: 52

AACSB: Analytical Skills

148. Collaboration tools pose **security risks**.

Difficulty: Medium Page Reference: 52

149. 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.

Difficulty: Medium Page Reference: 54

150. **Egocentric** thinking centers on the self, with little appreciation for others' points of view.

Difficulty: Medium Page Reference: 54

AACSB: Communication

Essay Questions

151. *What are the key elements of communication?*

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.

AACSB: Communication

152. *What are the key factors in collaboration?*

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.

153. *What is the difference between synchronous and asynchronous communications? What are examples of each?*

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.

AACSB: Reflective Thinking

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

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.

AACSB: Use of IT

155. *What is a wiki?*

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.

-
156. *Why is version control important for shared content?*

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.

157. *Projects are dynamic. Why is that important to project managers?*

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.

AACSB: Reflective Thinking

158. *What is the difference between structured and unstructured decisions? Give an example of each.*

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.

159. *Are most strategic decisions unstructured? Give an example of an unstructured strategic decision.*

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.

160. *What is a TPS and why are they still important today? Give an example of a TPS from production, accounting, marketing, and HR.*

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.

161. *How can empathetic thinking help your career in college as well as the workplace?*

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.

AACSB: Communication