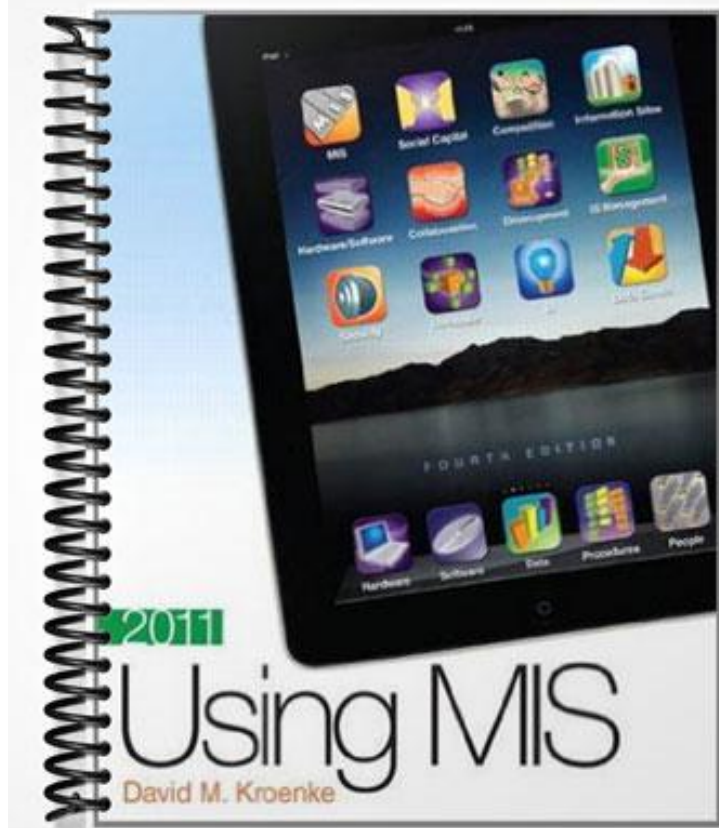# TEST BANK

2011

Using MIS

David M. Kroenke

Using MIS, 4e **(Kroenke)**
Chapter 2 Collaboration Information Systems

2.1 True/False Questions

1) Collaboration involves coordination and communication, but it is greater than either of those alone.
Answer: TRUE
Page Ref: 30
Difficulty: Moderate
LO: 1

2) Feedback and iteration enable a group to produce something greater than any single person could accomplish working independently.
Answer: TRUE
Page Ref: 30
Difficulty: Easy
LO: 1

3) Problem oriented, one-time, ad hoc workgroups would not be very effective without a formalized workflow.
Answer: FALSE
Page Ref: 31
AACSB: Analytic skills
Difficulty: Moderate
LO: 1

4) A workflow is a process or procedure by which content is created, edited, used, and disposed.
Answer: TRUE
Page Ref: 31
Difficulty: Easy
LO: 1

5) Google Docs requires users to install multiple Google applications in order to run them on their client computers.
Answer: FALSE
Page Ref: 31-32
AACSB: Use of IT
Difficulty: Moderate
LO: 2

6) Microsoft SharePoint can be installed in client computers directly without employing server computers.
Answer: FALSE
Page Ref: 32
AACSB: Use of IT
Difficulty: Easy
LO: 2

7) Server hardware consists of the computers and other communication devices that users employ to participate in collaboration activities.
Answer: FALSE
Page Ref: 31
AACSB: Use of IT
Difficulty: Easy
LO: 2

8) "What tasks need to be accomplished?" This question must be answered during the starting phase of a project.
Answer: FALSE
Page Ref: 33
Difficulty: Moderate
LO: 2

9) Team members give and receive feedback as part of the iterative process of collaboration.
Answer: TRUE
Page Ref: 34
Difficulty: Easy
LO: 2

10) Being a skilled and persuasive presenter is extremely important for an effective collaborator.
Answer: FALSE
Page Ref: 35
AACSB: Communication
Difficulty: Moderate
LO: 2

11) Being a perceptive listener is more important for a collaborator than being gregarious and dynamic.
Answer: TRUE
Page Ref: 35
AACSB: Communication
Difficulty: Moderate
LO: 2

12) In order to be an effective collaborator, one should refrain from airing unpopular and different viewpoints.
Answer: FALSE
Page Ref: 35
AACSB: Communication
Difficulty: Moderate
LO: 2

13) Susan, the operations manager at Multitech Systems Inc., is having a face to face meeting with her vendors and some of her senior engineers to iron out product specifications. This is an example of synchronous communication.
Answer: TRUE
Page Ref: 35-36
AACSB: Communication
Difficulty: Moderate
LO: 3

14) 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
Page Ref: 35-36
AACSB: Analytic skills
Difficulty: Moderate
LO: 3

15) Email is a form of asynchronous communication.
Answer: TRUE
Page Ref: 36
AACSB: Communication
Difficulty: Easy
LO: 3

16) Microsoft Groove is a videoconferencing application that also supports team wikis and team member blogs.
Answer: FALSE
Page Ref: 36
AACSB: Use of IT
Difficulty: Moderate
LO: 3

17) Discussion forums are an effective way to obtain team opinions because it forces participation of the entire team.
Answer: FALSE
Page Ref: 36-37
AACSB: Communication
Difficulty: Moderate
LO: 3

18) One of the advantages of a team survey is that it is easy to determine who has not yet responded.
Answer: TRUE
Page Ref: 37
AACSB: Communication
Difficulty: Easy
LO: 3

19) The choice of information systems used for sharing content depends on the degree of control required.
Answer: TRUE
Page Ref: 38
AACSB: Use of IT
Difficulty: Easy
LO: 4

20) Version management applications, such as Windows Live SkyDrive, offer a higher degree of control than the version control applications.
Answer: FALSE
Page Ref: 38-39
AACSB: Use of IT
Difficulty: Easy
LO: 4

21) Email is the medium preferred for collaborations in which there is a desire for content control.
Answer: FALSE
Page Ref: 39
AACSB: Use of IT
Difficulty: Moderate
LO: 4

22) A shared file server is best suited for sharing content when there is increased risk of interference with your work by other team members.
Answer: FALSE
Page Ref: 39
AACSB: Use of IT
Difficulty: Moderate
LO: 4

23) You need a Gmail account to access Google Docs.
Answer: FALSE
Page Ref: 39
AACSB: Use of IT
Difficulty: Moderate
LO: 4

24) With Google Docs documents are stored on the user's computer.
Answer: FALSE
Page Ref: 40
AACSB: Use of IT
Difficulty: Easy
LO: 4

25) Windows Live SkyDrive includes license-free Web application versions of Word, Excel, PowerPoint, and OneNote.
Answer: TRUE
Page Ref: 40
AACSB: Use of IT
Difficulty: Easy
LO: 4

26) A Windows Live ID is not essential to set up a SkyDrive.
Answer: FALSE
Page Ref: 41
AACSB: Use of IT
Difficulty: Easy
LO: 4

27) Only one user at a time can open SkyDrive documents for editing.
Answer: TRUE
Page Ref: 41
AACSB: Use of IT
Difficulty: Easy
LO: 4

28) In version control systems, the shared directories used to store shared documents are called libraries.
Answer: TRUE
Page Ref: 42
AACSB: Use of IT
Difficulty: Easy
LO: 4

29) Both Google Docs and Windows Live SkyDrive provide free service to users.
Answer: TRUE
Page Ref: 42
AACSB: Use of IT
Difficulty: Easy
LO: 4

30) Version management systems improve the tracking of shared content and provide version control.
Answer: FALSE
Page Ref: 42
AACSB: Use of IT
Difficulty: Easy
LO: 4

31) Microsoft Groove is the most popular version control system for general business use.
Answer: FALSE
Page Ref: 44
AACSB: Use of IT
Difficulty: Easy
LO: 4

32) Microsoft Office SharePoint Designer is a tool specifically designed to tailor the look and feel of SharePoint sites.
Answer: TRUE
Page Ref: 44
AACSB: Use of IT
Difficulty: Easy
LO: 5

33) SharePoint sites cannot be customized using tools such as Microsoft Visual Studio.
Answer: FALSE
Page Ref: 44
AACSB: Use of IT
Difficulty: Moderate
LO: 5

34) A SharePoint site is a collection of resources that are accessed using HTTP, HTML, and related protocols.
Answer: TRUE
Page Ref: 45
AACSB: Use of IT
Difficulty: Easy
LO: 5

35) Fundamentally, SharePoint can be considered a list manager.
Answer: TRUE
Page Ref: 45
AACSB: Use of IT
Difficulty: Easy
LO: 5

36) A major disadvantage of SharePoint compared to other systems is that it cannot be programmed to provide alerts when changes are made to documents.
Answer: FALSE
Page Ref: 46
AACSB: Use of IT
Difficulty: Moderate
LO: 5

37) The actions that can be taken on the elements in a SharePoint list are independent of the type of list.
Answer: FALSE
Page Ref: 46
AACSB: Use of IT
Difficulty: Easy
LO: 5

38) Wiki libraries cannot be created using SharePoint as it does not support simultaneous access.
Answer: FALSE
Page Ref: 47
AACSB: Use of IT
Difficulty: Moderate
LO: 5

39) The lists of tasks, predecessors of the tasks, and the status of the tasks can be updated in a SharePoint task list.
Answer: TRUE
Page Ref: 47
AACSB: Use of IT
Difficulty: Easy
LO: 5

40) The act of installing SharePoint requires a publicly accessible server.
Answer: TRUE
Page Ref: 49
AACSB: Use of IT
Difficulty: Easy
LO: 5

41) Collaboration systems are used to identify a problem, find potential solutions, establish criteria for choosing among those solutions, and for evaluating alternatives.
Answer: TRUE
Page Ref: 49
Difficulty: Easy
LO: 6

42) Document libraries are collaboration tools that are used during all the phases of a project.
Answer: TRUE
Page Ref: 52
Difficulty: Moderate
LO: 6

43) A text chat session is the most appropriate collaboration tool during the wrapping up phase of a project.
Answer: FALSE
Page Ref: 52
Difficulty: Moderate
LO: 6

44) The facility manager of an insurance company makes decisions on the monthly purchase of office supplies. This is an example of an operational decision.
Answer: TRUE
Page Ref: 52
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

45) Operational decisions concern the allocation and utilization of resources.
Answer: FALSE
Page Ref: 52-53
Difficulty: Easy
LO: 6

46) Transaction processing systems are designed to support operational decision making.
Answer: TRUE
Page Ref: 52-53
AACSB: Use of IT
Difficulty: Easy
LO: 6

47) Strategic decisions are typically not collaborative.
Answer: FALSE
Page Ref: 53
Difficulty: Easy
LO: 6

48) Moving a factory from Detroit to Mexico is an example of a strategic decision.
Answer: TRUE
Page Ref: 53
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

49) An unstructured decision is one for which there is no agreed-on decision-making method.
Answer: TRUE
Page Ref: 53
Difficulty: Easy
LO: 6

50) Determining the reorder quantity of an item in inventory is an example of an unstructured decision.
Answer: FALSE
Page Ref: 53
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

51) Finding the best location for building a new plant is an example of a structured decision.
Answer: FALSE
Page Ref: 53
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

52) Determining the best mix of products that a company should sell is an example of an unstructured decision.
Answer: TRUE
Page Ref: 53
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

53) Structured organizational decisions seldom require collaboration.
Answer: TRUE
Page Ref: 53
Difficulty: Moderate
LO: 6

54) Need for collaboration increases as the decisions become more structured.
Answer: FALSE
Page Ref: 54
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

55) Most structured decisions do not involve collaboration.
Answer: TRUE
Page Ref: 54
Difficulty: Easy
LO: 6

2.2 Multiple Choice Questions

1) Seema John, the floor supervisor at a call center, calls Bryan, a call attendant, 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 aspect 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
Page Ref: 30
AACSB: Analytic skills
Difficulty: Moderate
LO: 1

2) A student team, which is assigned a term project, meets and divides the work into sections and then team members work independently on their individual pieces. An hour before the project is due the team members meet again to assemble their independent pieces into a whole. Which of the following is lacking in this activity?
A) communication
B) coordination
C) collaboration
D) interdependence
Answer: C
Page Ref: 30
AACSB: Analytic skills
Difficulty: Moderate
LO: 1

3) The effectiveness of a collaborative effort is driven by three critical factors, communication, content management, and _____.
A) workflow control
B) operationalization
C) technology orientation
D) synchronous processes
Answer: A
Page Ref: 30
Difficulty: Easy
LO: 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) workflow control
B) communication system
C) feedback process
D) content management
Answer: D
Page Ref: 31
Difficulty: Easy
LO: 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) third-party control
C) permissions
D) iterative systems
Answer: C
Page Ref: 31
AACSB: Use of IT
Difficulty: Easy
LO: 1

6) Which of the following statements is true regarding collaborative systems?
A) Members have different rights and privileges in some collaborations.
B) Creating and formalizing workflows is the most critical collaborative task for ad hoc workgroups.
C) The three collaboration drivers are equally important for all types of collaborations.
D) Content management facilitates collaboration though it is not a key driver of collaboration.
Answer: A
Page Ref: 31
AACSB: Analytic skills
Difficulty: Moderate
LO: 1

7) _____ is a process or procedure by which content is created, edited, used, and disposed.
A) Navigation
B) Feedback flow
C) Iteration
D) Workflow
Answer: D
Page Ref: 31
Difficulty: Easy
LO: 1

8) _____ 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
Page Ref: 31
AACSB: Use of IT
Difficulty: Easy
LO: 2

9) Once SharePoint is set up on a server computer, users need only a browser to use it. Identify the browser which is most likely to give them the best experience.
A) Mozilla Firefox
B) Google Chrome
C) Internet Explorer
D) Opera
Answer: C
Page Ref: 32
AACSB: Use of IT
Difficulty: Moderate
LO: 2

10) 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
Page Ref: 32
AACSB: Use of IT
Difficulty: Moderate
LO: 2

11) Which of the following is the most complex collaboration application in terms of learning the software?
A) Microsoft SharePoint
B) Google Docs
C) Windows Live SkyDrive
D) Microsoft Outlook
Answer: A
Page Ref: 32
AACSB: Use of IT
Difficulty: Easy
LO: 2

12) One of the procedures of a collaboration project is task status reporting. This is performed in the _____ phase of the project.
A) starting
B) planning
C) doing
D) wrapping-up
Answer: C
Page Ref: 33
Difficulty: Easy
LO: 2

13) The decision about team members' roles and authorities is made during the _____ phase of a project.
A) starting
B) planning
C) doing
D) evaluating
Answer: A
Page Ref: 33
Difficulty: Easy
LO: 2

14) The fundamental purpose of the starting phase of a project is _____.
A) outlining the tasks to be accomplished
B) assigning responsibilities for each task
C) designing the task status reporting process
D) setting the ground rules for the collaboration
Answer: D
Page Ref: 33
Difficulty: Easy
LO: 2

15) The purpose of the planning phase in a project is to determine _____.
A) the conditions for managing exceptions
B) the ground rules for the collaboration
C) who will do what and by when
D) if the task status reporting process is needed or not
Answer: C
Page Ref: 33
Difficulty: Easy
LO: 2

16) identify the phase in which the tasks of a project are accomplished.
A) doing
B) wrapping-up
C) planning
D) starting
Answer: A
Page Ref: 34
Difficulty: Easy
LO: 2

17) Project teams should document project results and learnings. Which of the following is the phase in which the teams perform this?
A) doing
B) planning
C) starting
D) wrapping-up
Answer: D
Page Ref: 34
AACSB: Analytic skills
Difficulty: Moderate
LO: 2

18) Which of the following is the most important component in a collaboration system?
A) software
B) data
C) people
D) procedures
Answer: C
Page Ref: 34
Difficulty: Easy
LO: 2

19) Being _____ is one of the most important characteristics of an effective collaborator.
A) well organized and popular
B) enthusiastic about the subject of collaboration
C) experienced in collaborating
D) gregarious, dynamic, and a persuasive presenter
Answer: B
Page Ref: 35
Difficulty: Easy
LO: 2

20) Which of the following traits is the least important for an effective collaborator?
A) experience as a collaborator
B) willingness to enter into difficult conversations
C) perceptive listening skills
D) open-mindedness and curiosity
Answer: A
Page Ref: 35
Difficulty: Easy
LO: 2

21) Face-to-face meetings are examples of _____ communication.
A) synchronous
B) distributed
C) sequential
D) parallel
Answer: A
Page Ref: 35
AACSB: Communication
Difficulty: Easy
LO: 3

22) Asynchronous communication occurs when team members _____.
A) engage in conflicting discussions
B) communicate within a specific time frame
C) communicate in a sequential manner
D) do not meet at the same time
Answer: D
Page Ref: 35
AACSB: Communication
Difficulty: Easy
LO: 3

23) The use of a conference call is an example of _____ communication.
A) sequential
B) synchronous
C) unstructured
D) parallel
Answer: B
Page Ref: 35
AACSB: Analytic skills
Difficulty: Easy
LO: 3

24) Kate has to organize an asynchronous communication involving her team members because she works from home. Which of the following could she use?
A) video conference
B) multiuser text chat
C) email
D) a WebEx session
Answer: C
Page Ref: 36
AACSB: Use of IT
Difficulty: Moderate
LO: 3

25) 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
Page Ref: 36
AACSB: Communication
Difficulty: Easy
LO: 3

26) _____ is a popular commercial webinar product used in virtual sales presentations.
A) Microsoft SharePoint
B) MS Access
C) Google Docs
D) WebEx
Answer: D
Page Ref: 36
AACSB: Use of IT
Difficulty: Easy
LO: 3

27) Microsoft NetMeeting is an example of a(n) _____.
A) email client
B) multiparty chat application
C) videoconferencing product
D) discussion forum
Answer: C
Page Ref: 36
AACSB: Use of IT
Difficulty: Easy
LO: 3

28) Which of the following is one reason why discussion forums are better than emails in asynchronous communication?
A) it is best suited to transmit personalized information
B) it is less intrusive than emails
C) it is harder for the discussion to get off track
D) it requires no application to be installed
Answer: C
Page Ref: 36-37
AACSB: Analytic skills
Difficulty: Moderate
LO: 3

29) Which of the following is an asynchronous communication technology where it is easy to identify the people who have not responded to a request?
A) wikis
B) discussion forums
C) surveys
D) email
Answer: C
Page Ref: 37
AACSB: Communication
Difficulty: Easy
LO: 3

30) Which of the following alternatives for sharing content provides version control?
A) Wikis
B) Microsoft SharePoint
C) Google Docs
D) Windows Live SkyDrive
Answer: B
Page Ref: 38
AACSB: Use of IT
Difficulty: Easy
LO: 4

31) Systems that track changes to documents and provide features and functions to accommodate concurrent work provide _____ management.
A) configuration
B) version
C) iterative
D) repository
Answer: B
Page Ref: 39
AACSB: Use of IT
Difficulty: Easy
LO: 4

32) Which of the following statements is true about working with Google Docs?
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
Page Ref: 40
AACSB: Use of IT
Difficulty: Easy
LO: 4

33) Version-management systems _____.
A) improve the tracking of shared content
B) provide version control of documents
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
Page Ref: 42
AACSB: Use of IT
Difficulty: Easy
LO: 4

34) With version-control systems, shared documents are placed into shared directories called
_____.
A) folders
B) repositories
C) libraries
D) data mines
Answer: C
Page Ref: 42
AACSB: Use of IT
Difficulty: Easy
LO: 4

35) Identify the most popular version control application for general business.
A) Microsoft Groove
B) Microsoft SharePoint
C) Windows Live SkyDrive
D) MasterControl
Answer: B
Page Ref: 44
AACSB: Use of IT
Difficulty: Easy
LO: 4

36) _____ is a comprehensive platform for creating, operating, and administrating Web sites
and is most widely known as a platform for creating and managing collaboration sites.
A) Windows Live SkyDrive
B) Microsoft SharePoint
C) Microsoft Access
D) Google Docs
Answer: B
Page Ref: 44
AACSB: Use of IT
Difficulty: Easy
LO: 5

37) One can use Microsoft Office SharePoint Designer to tailor the look and feel of SharePoint
sites. However, some software developers use Microsoft Visual Studio to customize the sites.
What is the reason behind this?
A) Microsoft Office SharePoint Designer is more expensive than Visual Studio.
B) Microsoft Office SharePoint Designer does not allow file sharing and Web publishing.
C) Visual Studio provides greater customization and control.
D) Collaboration sites cannot be built using Microsoft Office SharePoint Designer.
Answer: C
Page Ref: 44
AACSB: Use of IT
Difficulty: Moderate
LO: 5

38) Fundamentally, SharePoint is considered a list manager. Why?
A) Each of the items in it is a list of items of some type.
B) SharePoint lists each and every instruction in detail.
C) SharePoint lists the items rather than having details.
D) Elements in SharePoint lists are not visible to users.
Answer: A
Page Ref: 45
AACSB: Analytic skills
Difficulty: Moderate
LO: 5

39) Clicking the _____ option in SharePoint will send you an email any time anyone changes the document.
A) Team Knowledge
B) Survey
C) Calendar
D) Alert Me
Answer: D
Page Ref: 46
AACSB: Use of IT
Difficulty: Easy
LO: 5

40) The Calendar in SharePoint is a(n) _____.
A) alerting program
B) list of events
C) team-member contact agenda
D) library of periodic documents
Answer: B
Page Ref: 46
AACSB: Use of IT
Difficulty: Easy
LO: 5

41) Which of the following elements in SharePoint contain details such as the task is assigned to a particular person, task status, due date, percentage of completion, and predecessor tasks of each task?
A) task list
B) task calendar
C) task manager
D) task browser
Answer: A
Page Ref: 47
AACSB: Use of IT
Difficulty: Easy
LO: 5

42) A _____ is a perceived difference between what is and what ought to be.
A) version
B) situation
C) problem
D) structural gap
Answer: C
Page Ref: 49
Difficulty: Easy
LO: 6

43) Which of the following could be a potential disadvantage of using SharePoint in project management?
A) SharePoint installation requires a publicly accessible server.
B) SharePoint provides version management rather than version control.
C) The events in SharePoint cannot be linked to a calendar.
D) It is not suitable if the project span is less than one year.
Answer: A
Page Ref: 49
AACSB: Analytic skills
Difficulty: Moderate
LO: 5

44) Kyra orders 500 units of Type-2 steel beams for the next month for her company. In doing so, she has made a(n) _____ decision.
A) managerial
B) directional
C) strategic
D) operational
Answer: D
Page Ref: 52
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

45) Which of the following phases of a project is characterized by task status reporting?
A) doing
B) starting
C) planning
D) wrapping-up
Answer: A
Page Ref: 52
Difficulty: Easy
LO: 6

46) Which of the following pieces of information, if true, would confirm that a decision is operational?
A) The decision is made by managers.
B) It is a low risk decision.
C) The decision is made by an individual rather than a group.
D) The decision concerns day-to-day activities.
Answer: D
Page Ref: 52
AACSB: Reflective Thinking
Difficulty: Hard
LO: 6

47) Identify a question that must be answered during the planning phase of project management.
A) What is expected from team members?
B) When will tasks be completed?
C) What is the team's authority?
D) What is the purpose of the team?
Answer: B
Page Ref: 52
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

48) _____ decisions concern broader-scope organizational issues.
A) Operational
B) Tactical
C) Managerial
D) Strategic
Answer: D
Page Ref: 53
Difficulty: Easy
LO: 6

49) Project leaders have to take decisions on the allocation and utilization of materials and labor. Such decisions are called _____ decisions.
A) operational
B) tactical
C) managerial
D) strategic
Answer: C
Page Ref: 53
Difficulty: Easy
LO: 6

50) Using a standardized procedure to allocate laptop computers to employees is an example of a(n) _____ decision.
A) sequential
B) structured
C) unstructured
D) parallel
Answer: B
Page Ref: 53
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

51) Managerial decisions in an organization concern the _____.
A) utilization of resources
B) organizational issues
C) day-to-day activities
D) broader-scope issues
Answer: A
Page Ref: 53
Difficulty: Easy
LO: 6

52) An organization uses a formula to compute the reorder quantity of an item in inventory. This is an example of a(n) _____ decision process.
A) structured
B) organizational
C) open
D) strategic
Answer: A
Page Ref: 53
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

53) Isabel, an 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 fit with their team before deciding to hire the person. This is an example of _____ decision-making.
A) managerial
B) unstructured
C) asynchronous
D) operational
Answer: B
Page Ref: 53
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

54) Which of the following is an example of an unstructured decision?
A) How many overtime hours should be used to fill this order?
B) Should we continue to outsource our bookkeeping processes?
C) What is the acceptable defect ratio for this product?
D) When should the next batch be scheduled to reduce idle time?
Answer: B
Page Ref: 53
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

55) Which of the following observations about the relationship between decision type and decision process is true?
A) Managerial decisions tend to be highly structured whereas operational decisions are unstructured.
B) The higher levels of decision making are associated with unstructured decision processes.
C) Higher level organizational decisions should be highly structured.
D) Need for collaboration is highly significant for lower-level, structured decisions.
Answer: B
Page Ref: 53-54
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

56) Which of the following decisions is least likely to involve collaboration?
A) How much of product A to order from vendor B?
B) Should we start a new product line?
C) Should we acquire company A?
D) Should we pursue a joint venture with company A?
Answer: A
Page Ref: 54
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

57) Free data communications and data storage will make collaboration systems cheaper and easier to use by 2021. Which of the following is the most likely consequence of this development?
A) Data storage companies will become extinct.
B) Face-to-face (F2F) meetings will become very rare.
C) Most technological products will become commodities.
D) The use of synchronous communication will gain popularity.
Answer: B
Page Ref: 54-55
AACSB: Analytic skills
Difficulty: Moderate
LO: 7

2.3 Essay Questions

1) What are the three critical drivers of collaboration? Explain each.
Answer: The three critical drivers of collaboration are communication, content management, and workflow control. All three factors are not needed for all collaborations.
Communication is the first factor. This involves both the communication skills and abilities of the team members as well as the availability of effective communication systems.
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 changes so that team members will be aware of conflicts.
Workflow control is a process or procedure by which content is created, edited, used, and disposed. The workflow establishes an ordering of tasks.
Page Ref: 30-31
AACSB: Communication
Difficulty: Easy
LO: 1

2) 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.
Page Ref: 31
AACSB: Use of IT
Difficulty: Easy
LO: 2

3) 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 communication.
Page Ref: 35-36
AACSB: Communication
Difficulty: Moderate
LO: 3

4) What are team surveys? What are their benefits?
Answer: Team surveys are a form of communication technology. With these, one team member creates a list of questions and other team members respond.
Surveys are an effective way to obtain team opinions. They are generally easy to complete, so most team members will participate. Also, it is easy to determine who has not yet responded.
Page Ref: 37
AACSB: Use of IT
Difficulty: Moderate
LO: 3

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 taking measures including setting permissions for each member. Permissions restrict the activities (add, delete, read only, etc.) that can be taken by any user.
With version control 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. 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.
Page Ref: 42
AACSB: Analytic skills
Difficulty: Moderate
LO: 4

6) What is the difference between structured and unstructured decisions? Give an example of each.
Answer: Structured decisions are those where there exists an understood and accepted method for making the decision. Examples can include decisions involving the granting of credit by a financial institution or inventory level considerations. Unstructured decisions are those where there is no agreed-on decision-making method. Examples can include facility location, product mix, and capital budgeting.
Page Ref: 53-54
Difficulty: Moderate
LO: 6

7) What is Microsoft SharePoint? How is it used?
Answer: Microsoft SharePoint is a comprehensive platform for creating, operating, and administrating Web sites. It is most widely known as a platform for creating and managing collaboration sites. SharePoint can also be used as the backbone of more general-purpose Web sites.
Page Ref: 44
AACSB: Use of IT
Difficulty: Easy
LO: 5

8) What are the four phases of a project? List the possible collaboration tools that could be used in each of the phases.
Answer: The four phases of a project are starting, planning, doing, and wrapping-up. The possible collaboration tools are given below.
Starting: Surveys, discussion lists, document libraries, webinar, and text chat sessions
Planning: Tasks lists, document libraries, webinar, and text chat sessions
Doing: Task lists, document libraries, discussion lists, and wikis
Wrapping-up: Survey, discussion lists, webinar, wikis, and document libraries
Page Ref: 52
AACSB: Use of IT
Difficulty: Moderate
LO: 6

9) Are most strategic decisions unstructured? Give an example of an unstructured strategic decision.
Answer: Yes. Since 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 considered 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.
Page Ref: 54
AACSB: Analytic skills
Difficulty: Moderate
LO: 6

10) 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.
Page Ref: 53-54
AACSB: Analytic skills
Difficulty: Hard
LO: 6