

Using MIS, 5e (Kroenke)

Chapter 2 Collaboration Information Systems

2.1 True/False Questions

1) The process of feedback and iteration is more important to cooperation than collaboration.

Answer: FALSE

Page Ref: 32

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

2) A group of programmers work separately to create modules and merge the modules later to build an application. This is an example of collaboration.

Answer: FALSE

Page Ref: 32

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

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

Answer: TRUE

Page Ref: 32

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

4) Being a skilled and persuasive presenter is extremely important for an effective collaborator.

Answer: FALSE

Page Ref: 33

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

5) Being a perceptive listener is more important for a collaborator than being gregarious and dynamic.

Answer: TRUE

Page Ref: 33

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

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

Answer: FALSE

Page Ref: 33

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

7) Behaving friendly with others is the single most important collaboration skill.

Answer: FALSE

Page Ref: 34

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

8) Richard Hackman's studies revealed that growth team capability is a major criterion for collaboration.

Answer: TRUE

Page Ref: 35

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 2

9) Informing is the first and most fundamental collaboration purpose.

Answer: TRUE

Page Ref: 36

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

10) 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: 37

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

11) Operational decisions concern the allocation and utilization of resources.

Answer: FALSE

Page Ref: 37

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

12) Strategic decisions are typically not collaborative.

Answer: FALSE

Page Ref: 37

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

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

Answer: TRUE

Page Ref: 37

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

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

Answer: FALSE

Page Ref: 37-38

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

15) Need for collaboration increases as the decisions become more structured.

Answer: FALSE

Page Ref: 37-38

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

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

Answer: TRUE

Page Ref: 38

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

17) Determining the reorder quantity of an item in inventory is an example of an unstructured decision.

Answer: FALSE

Page Ref: 38

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

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

Answer: TRUE

Page Ref: 38

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

19) Operational decisions require a high degree of collaboration.

Answer: FALSE

Page Ref: 38

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

20) The fundamental purpose of the starting phase of project management is to set the ground rules for the project and the team.

Answer: TRUE

Page Ref: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

21) Project documentation and a progress report are prepared during the starting phase of a project.

Answer: FALSE

Page Ref: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

22) Project documentation is performed during the finalizing phase of a project.

Answer: TRUE

Page Ref: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

23) Managers assign project tasks to team members during the planning phase.

Answer: TRUE

Page Ref: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

24) The purpose of the planning phase of project management is to accomplish project tasks.

Answer: FALSE

Page Ref: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

25) Project plan and budget are prepared during the finalizing phase of project management.

Answer: FALSE

Page Ref: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

26) Project metadata is data that is part of the collaboration's work product.

Answer: FALSE

Page Ref: 43

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

27) A collaboration tool is the program component of a collaboration system.

Answer: TRUE

Page Ref: 43-44

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

28) To facilitate iteration, a collaboration system must track many versions of many documents and other work documents.

Answer: TRUE

Page Ref: 44

AACSB: Analytic Skills

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

29) 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 arrive at the specifications for the project the company is currently working on. This is an example of synchronous communication.

Answer: TRUE

Page Ref: 44

AACSB: Analytic Skills; Communication Abilities

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

30) 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: 44-45

AACSB: Analytic Skills; Communication Abilities

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

31) Webinar is a tool used to facilitate asynchronous communication.

Answer: FALSE

Page Ref: 46

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

32) Email is a form of asynchronous communication.

Answer: TRUE

Page Ref: 46

AACSB: Use of Information Technology; Communication Abilities

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

33) Discussion forums ensure the participation of the entire team.

Answer: FALSE

Page Ref: 46

AACSB: Use of Information Technology

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

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

Answer: TRUE

Page Ref: 46

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

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

Answer: TRUE

Page Ref: 48

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

36) Version management applications offer a higher degree of control than the version control applications.

Answer: FALSE

Page Ref: 48

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

37) Email is the medium preferred for collaborations in which content control is highly desired.

Answer: FALSE

Page Ref: 48

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

38) 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: 48

AACSB: Use of Information Technology

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

39) Google Docs is a thin-client application for sharing documents.

Answer: TRUE

Page Ref: 49

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

40) With Google Docs, documents are stored on the user's computer.

Answer: FALSE

Page Ref: 49

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

41) Windows Live SkyDrive includes license-free Web application versions of Word, Excel, PowerPoint, and OneNote.

Answer: TRUE

Page Ref: 50

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

42) Only one user at a time can open SkyDrive documents for editing.

Answer: TRUE

Page Ref: 51

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

43) Version management systems improve the tracking of shared content and provide version control.

Answer: FALSE

Page Ref: 51

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

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

Answer: TRUE

Page Ref: 53

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

45) Collaboration tools that provide workflow control manage the activities that are predefined by the group.

Answer: TRUE

Page Ref: 54

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

46) Office 365 is a suite of programs that offers the collaboration facilities such as multiparty text chat.

Answer: TRUE

Page Ref: 55

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 7

47) SharePoint Online is an industrial-strength product for content sharing.

Answer: TRUE

Page Ref: 57

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 7

48) SharePoint supports discussion forums in which team members can conduct an asynchronous online discussion.

Answer: TRUE

Page Ref: 59

AACSB: Use of Information Technology

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 7

49) Microsoft Exchange does not provide email services to its customers.

Answer: FALSE

Page Ref: 60

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 7

50) An Office Web App is a browser-based application.

Answer: TRUE

Page Ref: 62

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 7

2.2 Multiple Choice Questions

1) Collaboration occurs when a number of people _____.

- A) come together to perform tasks that are different
- B) work together to achieve a common goal
- C) perform independent tasks that are important
- D) work without having to critically analyze each other's work

Answer: B

Page Ref: 32

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

2) _____ occurs when a group of people working together to achieve a common goal via a process of feedback and iteration.

- A) Systems thinking
- B) Collaboration
- C) Groupthink
- D) Experimentation

Answer: B

Page Ref: 32

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

3) Which of the following is a key difference between collaboration and cooperation?

- A) Unlike cooperation, collaboration occurs when a job has to be accomplished.
- B) Cooperation requires people to have a common goal, whereas collaboration occurs even without a common goal.
- C) People should work together to cooperate, whereas they need not work together to collaborate.
- D) Unlike cooperation, collaboration gives importance to iteration and feedback.

Answer: D

Page Ref: 32

AACSB: Communication Abilities

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

4) 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) collaboration
- B) cooperation
- C) systems thinking
- D) interdependence

Answer: A

Page Ref: 32

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

5) Andrea, the floor supervisor at a call center, calls Bryan, a call attendant, to her office. She reports observing a few critical omissions in his calls, a finding supported by recent customer surveys. Bryan feels that Andrea is just throwing her weight around. Which of the following is a valid observation of this scenario?

- A) Andrea failed to express an unpopular viewpoint.
- B) Bryan needs to learn to receive feedback.
- C) The office lacks a communication system.
- D) Bryan is self-managing and requires low supervision

Answer: B

Page Ref: 33

AACSB: Analytic Skills; Communication Abilities

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

6) Being _____ is one of the most important characteristics of an effective collaborator.

- A) a well organized and popular person
- B) able to give negative feedback
- C) experienced in collaborating
- D) a dynamic and persuasive presenter

Answer: B

Page Ref: 33

AACSB: Communication Abilities

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

7) Which of the following is the most important trait that an effective collaborator should have?

- A) ability to identify and not raise unpopular viewpoints
- B) persuasive presentation skills
- C) willingness to enter into difficult conversations
- D) previous experience as a collaborator

Answer: C

Page Ref: 33

AACSB: Communication Abilities

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

8) Identify the least important characteristic for an effective collaborator.

- A) willingness to enter difficult conversations
- B) being an experienced businessperson
- C) showing ability to receive negative feedback
- D) being skillful at giving negative feedback

Answer: B

Page Ref: 33

AACSB: Communication Abilities

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

9) According to Hackman, which of the following is a primary criterion for judging team success?

- A) growth in team capability
- B) experience in collaborating
- C) ability to be dynamic
- D) availability of external help

Answer: A

Page Ref: 35

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 2

10) Which of the following is a primary purpose of collaboration?

- A) combining pieces of work
- B) becoming informed
- C) evaluating coworkers
- D) performing routine tasks

Answer: B

Page Ref: 36

AACSB: Communication Abilities

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

11) _____ decisions are decisions that support day-to-day activities.

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

Answer: A

Page Ref: 37

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

12) Kyra, a plant supervisor, orders 500 units of Type-2 steel beams for the coming month. In doing so, she has made a(n) _____ decision.

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

Answer: D

Page Ref: 37

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

13) A decision is called an operational decision if it _____.

- A) is made by an individual rather than a group
- B) is made by managers
- C) involves allocation of resources
- D) concerns day-to-day activities

Answer: D

Page Ref: 37

AACSB: Analytic Skills

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

14) Project leaders have to take decisions on the allocation and utilization of materials and labor. Such decisions are called _____ decisions.

- A) operational
- B) top-level
- C) managerial
- D) strategic

Answer: C

Page Ref: 37

AACSB: Analytic Skills

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

15) Departmental heads should determine the computer hardware and programs that are needed for their department. This is an example of a(n) _____ decision.

- A) operational
- B) strategic
- C) procedural
- D) managerial

Answer: D

Page Ref: 37

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

16) Managerial decisions in an organization concern _____.

- A) the utilization of resources
- B) broad organizational issues
- C) the day-to-day activities
- D) strategic decision making

Answer: A

Page Ref: 37

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

17) _____ decisions are those that support broad-scope, organizational issues.

- A) Operational
- B) Strategic
- C) Mid-level
- D) Managerial

Answer: B

Page Ref: 37

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

18) The directors of a company meet to decide if they should start a new product line or not. This is an example of a _____ decision.

- A) operational
- B) strategic
- C) managerial
- D) procedural

Answer: B

Page Ref: 37

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

19) Which of the following is an example of a strategic decision?

- A) deciding to increase the salaries of a group of employees
- B) deciding to open a centralized distribution system
- C) deciding to increase the reorder quantity of raw materials
- D) deciding to give an employee certain tasks and responsibilities

Answer: B

Page Ref: 37

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

20) Which of the following is a key difference between strategic decisions and managerial decisions?

- A) Strategic decisions deal with the allocation and utilization of resources, whereas managerial decisions deal with day-to-day activities.
- B) Managerial decisions concern organizational issues, whereas strategic decisions concern external issues.
- C) Managerial decisions concern allocation and utilization of resources, whereas strategic decisions concern organizational issues
- D) Strategic decisions involve financial issues, whereas managerial decisions do not involve financial issues.

Answer: C

Page Ref: 37

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

- 21) Identify a key difference between managerial decisions and operational decisions.
- A) Managerial decisions concern the allocation of resources, whereas operational decisions concern day-to-day activities
 - B) Managerial decisions are corporate decisions, whereas operational decisions concern the utilization of resources.
 - C) Managerial decisions deal with the allocation of resources, whereas operational decisions deal with the utilization of resources.
 - D) Operational decisions have broad scope, whereas the scope of managerial decisions is limited by day-to-day activities.

Answer: A

Page Ref: 37

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

- 22) Using a standardized procedure to calculate the incentives of employees is an example of a(n) _____ decision.

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

Answer: B

Page Ref: 37-38

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

- 23) 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) corporate
- D) strategic

Answer: A

Page Ref: 37-38

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

24) A company's top managers meet to decide on a potential merger with one of its competitors. They discuss various aspects of the merger, such as business valuations and conducting due diligence. This is an example of _____ decision making.

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

Answer: B

Page Ref: 38

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

25) Which of the following questions is best answered through unstructured decision making?

- 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: 38

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

26) Which of the following decisions is least likely to involve collaboration?

- A) How much of product A should be ordered from vendor B?
- B) What products should we include in the new product line?
- C) Should our company acquire company A?
- D) What type of relationships should the company maintain with company A?

Answer: A

Page Ref: 38

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

27) 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: 38

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

28) The need for collaboration is greatest for _____ decisions.

- A) operational
- B) procedural
- C) strategic
- D) managerial

Answer: C

Page Ref: 38

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

29) _____ decisions are the most structured and have very little need for collaboration.

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

Answer: A

Page Ref: 38

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

30) The fundamental purpose of the starting phase of a project is _____.

- A) accomplishing the project tasks effectively
- B) outlining the tasks to be accomplished
- C) managing tasks and budgets
- D) setting the ground rules for the collaboration

Answer: D

Page Ref: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

31) An organization defines the rules that govern a project that it needs to undertake and the people who should perform the tasks. The project is in the _____ phase of project management.

- A) starting
- B) finalizing
- C) doing
- D) planning

Answer: A

Page Ref: 42

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

32) 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: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

33) The main purpose of the planning phase in a project is to _____.

- A) set up the project scope and initial budget
- B) accomplish the project tasks effectively
- C) determine who will do what and by when
- D) decide if the task status reporting process is needed or not

Answer: C

Page Ref: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

34) Which of the following tasks should be performed during the planning phase of project management?

- A) reporting project progress
- B) determining schedule
- C) performing project tasks
- D) preparing archival documents

Answer: B

Page Ref: 42

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

35) A project manager defines the tasks that her team members have to perform and determines the schedule for carrying out each of the tasks. This project is in the _____ phase of project management.

- A) planning
- B) starting
- C) doing
- D) finalizing

Answer: A

Page Ref: 42

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

36) A project manager has to manage tasks and budgets and solve problems during the _____ phase of project management.

- A) planning
- B) starting
- C) doing
- D) finalizing

Answer: C

Page Ref: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

37) Project teams should document project results and learnings. Which of the following is the project management phase in which the teams perform this function?

- A) doing
- B) planning
- C) starting
- D) finalizing

Answer: D

Page Ref: 42

AACSB: Analytic Skills

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

38) 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) following

Answer: C

Page Ref: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

39) Identify the project management phase in which the tasks of a project are performed.

- A) finalizing
- B) doing
- C) planning
- D) starting

Answer: B

Page Ref: 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

40) Project data is data that is _____.

- A) part of the collaboration's work product
- B) used to manage a project
- C) used as a pointer to task data
- D) part of documents such as schedules and budgets

Answer: A

Page Ref: 43

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

41) Project metadata is data that is _____.

- A) part of the collaboration's work product
- B) utilized to manage the project
- C) developed to design new offerings
- D) used in documents to describe recommended solutions

Answer: B

Page Ref: 43

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

42) Which of the following is an example of project data?

- A) list of project tasks
- B) schedule
- C) budget
- D) design document

Answer: D

Page Ref: 43

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

43) Which of the following collaboration activities is mainly concerned with content sharing rather than communication?

- A) promoting team growth
- B) feedback
- C) iteration
- D) increasing team satisfaction

Answer: C

Page Ref: 43-44

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

44) Which of the following information system requirements falls into the content sharing category?

- A) providing for team and member recognition
- B) tracking versions of many documents
- C) presenting intrateam learning
- D) offering easy-to-use multiparty communication

Answer: B

Page Ref: 43-44

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 4

45) _____ communication occurs within a team when all team members meet at the same time.

- A) Synchronous
- B) Sequential
- C) Virtual
- D) Unidirectional

Answer: A

Page Ref: 44

AACSB: Communication Abilities

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

46) Asynchronous communication occurs when team members _____.

- A) cannot arrive at a common consensus after discussions
- B) engage in conflicting discussions
- C) do not meet at the same time
- D) communicate in a sequential manner

Answer: C

Page Ref: 44

AACSB: Communication Abilities

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

47) The use of a conference call is an example of _____ communication.

- A) sequential
- B) synchronous
- C) indirect
- D) unidirectional

Answer: B

Page Ref: 44

AACSB: Communication Abilities

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

- 48) Who is most likely to use asynchronous communication?
- A) members of a team who work in different time zones
 - B) managers who work in the same office
 - C) employees who work in an assembly line
 - D) a group of directors who periodically meet for board meetings

Answer: A

Page Ref: 44

AACSB: Communication Abilities

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

- 49) Which of the following tools facilitates asynchronous communication?

- A) videoconferencing
- B) webinar
- C) discussion forum
- D) screen-sharing application

Answer: C

Page Ref: 46

AACSB: Use of Information Technology; Communication Abilities

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

- 50) _____ is a popular commercial webinar product used in virtual sales presentations.

- A) Microsoft SharePoint
- B) MS Office Web
- C) WebEx
- D) Google Docs

Answer: C

Page Ref: 46

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

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

- A) They are best suited to transmit personalized information.
- B) They facilitate real-time communication between participants.
- C) They keep the discussion from getting off track.
- D) They ensure that all team members are involved in the discussion.

Answer: C

Page Ref: 46

AACSB: Use of Information Technology; Communication Abilities

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

52) The term _____ refers to a collaboration tool where team members can easily respond and the management can easily identify the people who have not responded to a request.

- A) discussion forums
- B) wikis
- C) webinars
- D) team surveys

Answer: D

Page Ref: 46

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

53) Which of the following alternatives for sharing content provides version control?

- A) Windows Live SkyDrive
- B) Wikis
- C) Google Docs
- D) Microsoft SharePoint

Answer: D

Page Ref: 48

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

54) Version-management systems _____.

- A) provide version control of documents
- B) track changes to shared documents
- C) allow checkout of documents before they are edited
- D) provide workflow control to manage the activities that are predefined by the group

Answer: B

Page Ref: 49

AACSB: Use of Information Technology

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

55) Which of the following statements is true about working with Google Docs?

- A) Google accounts are not necessarily required to edit documents.
- 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: 49

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

56) _____ is a process that occurs when the collaboration tool limits, and sometimes even directs, user activity.

- A) Document monitoring
- B) Version control
- C) Document tracking
- D) Version management

Answer: B

Page Ref: 51

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

57) With version-control systems, shared documents are placed into shared directories called _____.

- A) caches
- B) data cubes
- C) libraries
- D) data mines

Answer: C

Page Ref: 53

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

58) Identify the most popular version control application for general business.

- A) Windows Live SkyDrive
- B) Wikis
- C) Microsoft SharePoint
- D) Google Docs

Answer: C

Page Ref: 54

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

59) Free data communications and data storage will make collaboration systems cheaper and easier to use by 2022. Which of the following is the most likely consequence of this development?

- A) Technological products will become unimportant commodities.
- B) Face-to-face (F2F) meetings will become very rare.
- C) Companies will rarely use online training tools.
- D) Synchronous collaboration will replace asynchronous collaboration efforts.

Answer: B

Page Ref: 62

AACSB: Use of Information Technology

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 7

2.3 Essay Questions

1) Distinguish between cooperation and collaboration.

Answer: Cooperation is a group of people working together, all doing essentially the same type of work, to accomplish a job. A group of four painters, each painting a different wall in the same room, are working cooperatively.

Collaboration occurs when a group of people work together to achieve a common goal via a process of feedback and iteration. Using feedback and iteration, one person will produce something, say the draft of a document, and a second person will review that draft and provide critical feedback. Given the feedback, the original author or someone else will then revise the first draft to produce a second. The work proceeds in a series of stages, or iterations.

Page Ref: 32

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 1

2) According to Hackman, what are the three primary criteria for judging team success?

Answer: According to Hackman, there are three primary criteria for judging team success: (1) successful outcome, (2) growth in team capability, and (3) meaningful and satisfying experience.

Page Ref: 35

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 2

3) 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. The process through which financial institutions avail credit is an example of structured decision making. 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: 37-38

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

4) 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: 37-38

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

5) 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: 38

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

6) List the four phases of a project.

Answer: The four phases of a project are starting, planning, doing, and finalizing.

Page Ref: 39; 42

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 3

7) What is the difference between synchronous and asynchronous communications? Provide examples for 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: 44

AACSB: Use of Information Technology; Communication Abilities

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

8) 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: 46

AACSB: Use of Information Technology

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 5

9) Why is version control important for shared content?

Answer: Version control involves one or more of the following capabilities: (1) user activity limited by permissions, (2) document checkout, (3) version histories, and (4) workflow. This gives managers better control over shared content.

Page Ref: 51-53

AACSB: Use of Information Technology

Difficulty: Moderate

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 6

10) What is SharePoint Online?

Answer: SharePoint Online is an industrial-strength product for content sharing. It has deep and rich features, and it can handle massive amounts of data and hundreds of users. Users can use libraries and lists to manage and/or control content, gather team opinions with surveys and wikis, and share team members' opinions with blogs.

Page Ref: 57

AACSB: Use of Information Technology

Difficulty: Easy

Course LO: Explain how IS can enhance systems of collaboration and teamwork

Chapter LO: 7