

***Using MIS, 7e (Kroenke)***

**Chapter 2 Collaboration Information Systems**

**2.1 True/False Questions**

1) A group of four painters, each painting a different wall in the same room, are not working cooperatively.

Answer: FALSE

AACSB: Analytical Thinking

Difficulty: Moderate

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

AACSB: Analytical Thinking

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

AACSB: Interpersonal Relations and teamwork; Written and oral communication

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 the most important characteristic for an effective collaborator.

Answer: FALSE

AACSB: Interpersonal Relations and teamwork; Written and oral communication

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

AACSB: Interpersonal Relations and teamwork; Written and oral communication

Difficulty: Moderate

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

AACSB: Interpersonal Relations and teamwork; Written and oral communication

Difficulty: Easy

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

Chapter LO: 1

7) Being well organized is the most important characteristic of an effective collaborator.

Answer: FALSE

AACSB: Interpersonal Relations and teamwork; Written and oral communication

Difficulty: Easy

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

Chapter LO: 1

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

Answer: TRUE

AACSB: Interpersonal Relations and teamwork; Written and oral communication

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

AACSB: Interpersonal Relations and teamwork; Written and oral communication

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

AACSB: Analytical Thinking

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

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

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

AACSB: Analytical Thinking

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

AACSB: Analytical Thinking

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

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

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 by using a formula is an example of an unstructured decision.

Answer: FALSE

AACSB: Analytical Thinking

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

AACSB: Analytical Thinking

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

AACSB: Analytical Thinking

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

AACSB: Interpersonal Relations and teamwork

Difficulty: Easy

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

Chapter LO: 3

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

Answer: FALSE

Difficulty: Easy

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

Chapter LO: 3

22) Preparing archival documents is performed during the finalizing phase of a project.

Answer: TRUE

Difficulty: Easy

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

Chapter LO: 3

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

Answer: TRUE

Difficulty: Easy

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

Chapter LO: 3

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

Answer: FALSE

Difficulty: Easy

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

Chapter LO: 3

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

Answer: FALSE

Difficulty: Easy

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

Chapter LO: 3

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

Answer: TRUE

Difficulty: Easy

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

Chapter LO: 4

27) Project data and project metadata are subject to iteration and feedback.

Answer: TRUE

Difficulty: Easy

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

Chapter LO: 4

28) Collaboration systems should ideally store data on team member's devices, rather than on servers.

Answer: FALSE

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., schedules a face-to-face meeting with her vendors to decide on the specifications for a project. Some of her senior engineers are also asked to participate in the discussion through a conference call. This is an example of synchronous communication.

Answer: TRUE

AACSB: Analytical Thinking; Written and oral communication

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

AACSB: Analytical Thinking; Written and oral communication

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

AACSB: 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

AACSB: Information Technology; Written and oral communication

Difficulty: Easy

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

Chapter LO: 5

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

Answer: FALSE

AACSB: 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

AACSB: Information Technology; Written and oral communication

Difficulty: Moderate

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

Chapter LO: 5

35) The applications teams use and the means by which they share data depend on the type of content.

Answer: TRUE

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 6

36) A shared file server is best suited for sharing content when there is increased risk of interference with the user's work by other team members.

Answer: FALSE

AACSB: Information Technology

Difficulty: Moderate

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

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 6

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

Answer: FALSE

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 6

39) Files placed on Google Drive can be accessed only by users with a Gmail address.

Answer: FALSE

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 6

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

Answer: FALSE

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 6

41) Using a file server to exchange documents is superior to using Google Drive.

Answer: FALSE

AACSB: 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 Google Drive documents for editing.

Answer: FALSE

AACSB: 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

AACSB: Information Technology

Difficulty: Moderate

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

AACSB: 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 in a process pre-defined by the group.

Answer: TRUE

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 6

46) Task descriptions need to be specific and worded so that it is possible to decide whether or not the task was accomplished.

Answer: TRUE

Difficulty: Easy

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

Chapter LO: 7

47) Accountability and follow-up is seldom required for task management.

Answer: FALSE

AACSB: Interpersonal Relations and teamwork

Difficulty: Easy

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

Chapter LO: 7

48) The task lists of SharePoint are industrial-strength.

Answer: TRUE

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 7

49) Team members need not continually check the SharePoint task list for new tasks.

Answer: TRUE

AACSB: Information Technology

Difficulty: Moderate

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

Chapter LO: 7

50) Microsoft Lync is an example of a comprehensive content sharing collaboration tool.

Answer: FALSE

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 8

51) All text messages that the user sends via Lync are automatically recorded and stored in the user's email folder.

Answer: TRUE

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 8

52) The ideal power curve has a positive power value at time zero and has no flat spots.

Answer: TRUE

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 8

## 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

AACSB: Interpersonal Relations and teamwork

Difficulty: Easy

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

Chapter LO: 1

2) \_\_\_\_\_ occurs when a group of people work together to achieve a common goal via a process of feedback and iteration.

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

Answer: B

AACSB: Interpersonal Relations and teamwork

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 emphasizes iteration and feedback.

Answer: D

AACSB: Interpersonal Relations and teamwork

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, works together to achieve results. They provide continuous feedback to each other and thus, complete the project. Which of the following is being illustrated in this activity?

- A) collaboration
- B) groupthink
- C) systems thinking
- D) experimentation

Answer: A

AACSB: Analytical Thinking

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 employee ratings. Andrea discusses with Bryan a few ways to improve his productivity. Bryan feels that Andrea is just overreacting. 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

AACSB: Analytical Thinking; Written and oral communication

Difficulty: Moderate

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

Chapter LO: 1

- 6) A student group that is working on a project is considered to be a collaboration if \_\_\_\_\_.  
A) the members work on different sections by themselves  
B) the members provide feedback on each other's work  
C) the group uses Google Drive to share files  
D) the group uses a file server to share files

Answer: B

AACSB: Interpersonal Relations and teamwork; Analytical Thinking

Difficulty: Moderate

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) avoiding unpopular ideas  
B) persuasive presentation skills  
C) willingness to enter into difficult conversations  
D) previous experience as a collaborator

Answer: C

AACSB: Written and oral communication

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

AACSB: Written and oral communication

Difficulty: Easy

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

Chapter LO: 1

- 9) According to J. Richard 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

AACSB: Interpersonal Relations and teamwork

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) eliminating individual tasks
- B) being informed
- C) evaluating coworkers
- D) performing routine tasks

Answer: B

AACSB: Interpersonal Relations and teamwork

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

Difficulty: Easy

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

Chapter LO: 3

12) Kyra, an inventory manager, orders 500 units of Type-2 steel beams for the current month from the company's usual vendor. In doing so, she has made a(n) \_\_\_\_\_ decision.

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

Answer: D

AACSB: Analytical Thinking

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

AACSB: Analytical Thinking

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

AACSB: Analytical Thinking

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

AACSB: Analytical Thinking

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

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

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(n) \_\_\_\_\_ decision.

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

Answer: B

AACSB: Analytical Thinking

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

AACSB: Analytical Thinking

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 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 broad organizational issues.
- D) Strategic decisions involve financial issues, whereas managerial decisions do not involve financial issues.

Answer: C

AACSB: Analytical Thinking

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 concern broad-scope, organizational issues.
  - D) Operational decisions have broad scope, whereas the scope of managerial decisions is limited to day-to-day activities.

Answer: A

AACSB: Analytical Thinking

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) \_\_\_\_\_.

- A) autocratic participative decision-making style
- B) structured decision
- C) robust decision
- D) consensus participative decision-making style

Answer: B

Difficulty: Easy

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) autocratic
- C) corporate
- D) strategic

Answer: A

AACSB: Analytical Thinking

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

AACSB: Analytical Thinking

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

AACSB: Analytical Thinking

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 relationship should the company maintain with company A?

Answer: A

AACSB: Analytical Thinking

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 tend to be 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

AACSB: Analytical Thinking

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

Difficulty: Easy

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

Difficulty: Easy

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) determining tasks and dependencies
- C) managing tasks and budgets of the project
- D) setting the ground rules for the project and team

Answer: D

AACSB: Interpersonal Relations and teamwork

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 responsibilities of the project team. The project is in the \_\_\_\_\_ phase of project management.

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

Answer: A

AACSB: Analytical Thinking

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

AACSB: Interpersonal Relations and teamwork

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) establish team roles, responsibilities, and authorities

Answer: C

AACSB: Interpersonal Relations and teamwork

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

AACSB: Interpersonal Relations and teamwork

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

AACSB: Analytical Thinking

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

AACSB: Interpersonal Relations and teamwork

Difficulty: Easy

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

Chapter LO: 3

37) One of the procedures of a collaboration project is documenting and reporting progress. This is performed in the \_\_\_\_\_ phase of the project.

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

Answer: C

AACSB: Interpersonal Relations and teamwork

Difficulty: Easy

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

Chapter LO: 3

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

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

Answer: B

AACSB: Interpersonal Relations and teamwork

Difficulty: Easy

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

Chapter LO: 3

39) Project teams should document project results and information for future teams. 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

AACSB: Interpersonal Relations and teamwork

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 to schedule the tasks of the project
- D) part of documents such as schedules and budgets

Answer: A

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) summarized after the completion of the project
- B) utilized to manage the project
- C) developed to design new offerings
- D) used in documents to describe recommended solutions

Answer: B

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

Difficulty: Easy

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

Chapter LO: 4

43) According to Hackman's three criteria for team success, which of the following IS requirements will be categorized under the growth in team capability criterion?

- A) reward accomplishment
- B) manage many versions of content
- C) support intra-team training
- D) create sense of importance

Answer: C

AACSB: Interpersonal Relations and teamwork

Difficulty: Easy

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

Chapter LO: 4

44) According to Hackman's three criteria for team success, which of the following IS requirements will be categorized under the meaningful and satisfying experience criterion?

- A) documenting definitions
- B) rewarding accomplishment
- C) managing many versions of content
- D) managing tasks

Answer: B

AACSB: Interpersonal Relations and teamwork

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

AACSB: Written and oral communication

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

AACSB: Written and oral communication

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

AACSB: Written and oral communication

Difficulty: Easy

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

Chapter LO: 5

48) Who among the following are 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 regularly meet for board meetings

Answer: A

AACSB: Written and oral communication

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

AACSB: Information Technology; Written and oral communication

Difficulty: Easy

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 Drive

Answer: C

AACSB: Information Technology; Written and oral communication

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

AACSB: Information Technology; Written and oral communication

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

AACSB: 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) Microsoft Office
- B) WebApps
- C) Google Docs
- D) Microsoft SharePoint

Answer: D

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 6

54) Version management systems \_\_\_\_\_.

- A) lack the features needed to track changes to shared documents
- B) provide features and functions to accommodate concurrent work
- C) prevent more than one user from checking out the same document
- D) provide version control to limit and direct user activity

Answer: B

AACSB: 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 Drive?

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

Answer: D

AACSB: Information Technology

Difficulty: Moderate

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

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 6

57) In the context of shared content with version control, shared documents are placed into shared directories called \_\_\_\_\_.

- A) caches
- B) tables
- C) libraries
- D) data marts

Answer: C

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 6

58) Which of the following statements is true of sharing a task list on Google Grid?

- A) Sharing a task list on Google Grid is a very complex procedure.
- B) Team members can share a task list without having a Google account.
- C) Google Grid gives every team member permissions to edit, but restricts their contributions to the task list.
- D) Google Grid allows simultaneous edits.

Answer: D

AACSB: Information Technology; Interpersonal Relations and teamwork

Difficulty: Moderate

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

Chapter LO: 7

59) Which of the following statements is true of managing tasks?

- A) When a single person is made responsible for accomplishing a task, it means that he/she should do the task.
- B) No benefit will come from the task list unless every task has a date by which it is to be completed.
- C) Accountability and follow-up are seldom required for task management.
- D) For team members to utilize a task list effectively, they need to keep it confidential.

Answer: B

AACSB: Interpersonal Relations and teamwork

Difficulty: Moderate

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

Chapter LO: 7

60) Which of the following is a comprehensive tool for communication?

- A) Google Hangouts
- B) SharePoint
- C) Google Drive
- D) Microsoft Lync

Answer: D

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 8

61) Which of the following is a feature of Microsoft Lync?

- A) multiparty text chat
- B) content management and control
- C) concurrent editing
- D) discussion forums

Answer: A

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 8

## 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.

AACSB: Interpersonal Relations and teamwork; Written and oral communication

Difficulty: Moderate

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

Chapter LO: 1

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

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

AACSB: Interpersonal Relations and teamwork

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 an understood and accepted method for making the decision exists. 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 so on.

AACSB: Analytical Thinking

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.

AACSB: Analytical Thinking

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, most strategic decisions are unstructured. Since they are made less frequently and generally have a long-term time horizon, most strategic decisions are relatively unstructured.

Long-term labor planning comprises unstructured strategic decisions.

AACSB: Analytical Thinking

Difficulty: Moderate

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

Chapter LO: 3

6) Describe project data and project metadata.

Answer: Project data is data that is part of the collaboration's work product. For example, for a team that is designing a new product, design documents are examples of project data. A document that describes a recommended solution is project data for a problem-solving project. Project metadata is data that is used to manage the project. Schedules, tasks, budgets, and other managerial data are examples of project metadata. Both types of data are subject to iteration and feedback.

AACSB: Information Technology

Difficulty: Easy

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

Chapter LO: 4

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.

AACSB: Information Technology; Written and oral communication

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.

AACSB: Information Technology; Written and oral communication

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.

AACSB: Information Technology

Difficulty: Moderate

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

Chapter LO: 6

10) Explain the importance of using task lists.

Answer: Managing with a task list is critical for making progress. Task descriptions need to be specific and worded so that it is possible to decide whether or not the task was accomplished. In general, one person should be made responsible for accomplishing a task. That does not mean that the assigned person does the task; it means that they are responsible for ensuring that it gets done. No benefit will come from this list unless every task has a date by which it is to be completed. For team members to utilize the task list effectively, they need to share it.

Difficulty: Easy

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

Chapter LO: 7