Test Bank for Using MIS 8th Kroenke

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***Using MIS, 8e* (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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Application

2) A group of checkers at the grocery store or clerks at the post office are working separately to serve customers. 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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Application

3) Feedback and iteration enable a group to produce something greater than any single person could accomplish by 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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Concept

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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Concept

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

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LO 2.1: What are the two key characteristics of collaboration?
Classification: Concept

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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Concept

7) Being an experienced businessperson 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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Concept

8) Richard Hackman's studies revealed that successful outcome 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
LO 2.2: What are three criteria for successful collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Application

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11) Operational decisions concern the allocation and utilization of resources.
Answer: FALSE
AACSB: Analytical Thinking
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept12) Strategic decisions are typically not collaborative.
Answer: FALSE
AACSB: Analytical Thinking
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Application

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Application

15) Need for collaboration increases as the decisions become more structured.
Answer: FALSE
Difficulty: Moderate
AACSB: Analytical Thinking
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

16) An unstructured decision process is one for which there is no agreed-on decision-making method.
Answer: TRUE
Difficulty: Easy
AACSB: Analytical Thinking
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Application

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Application

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

21) Project scope and initial budget is set during the starting phase of a project.
Answer: FALSE
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

22) Preparation of archival documents is performed during the finalizing phase of a project.
Answer: TRUE
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy

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Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

23) Tasks and dependencies are determined during the planning phase of project management.
Answer: TRUE
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

24) The purpose of the planning phase of project management is to accomplish project tasks.
Answer: FALSE
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

25) Project plan and budget are prepared during the finalizing phase of project management.
Answer: FALSE
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

26) Project data is data that is part of the collaboration's work product.
Answer: TRUE
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.4: What are the requirements for a collaboration information system?
Classification: Concept

27) Project data and project metadata are subject to iteration and feedback.
Answer: TRUE
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.4: What are the requirements for a collaboration information system?
Classification: Concept

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

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AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.4: What are the requirements for a collaboration information system?
Classification: Concept

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
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Application

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
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Application

31) A 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
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

32) Team surveys are 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
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

33) Discussion forums ensure the simultaneous participation of the entire team.
Answer: FALSE
AACSB: Information Technology
Difficulty: Moderate

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Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

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
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

35) The applications team's 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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

37) Email is the preferred means for collaborations in which content control is highly desired.
Answer: FALSE
AACSB: Information Technology
Difficulty: Moderate
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

44) In version control systems, the shared directories used to store shared documents are called libraries.
Answer: TRUE
AACSB: Information Technology
Difficulty: Easy

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Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
AACSB: Information Technology
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.7: How can you use collaboration tools to manage shared task?
Classification: Concept

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
LO 2.7: How can you use collaboration tools to manage shared task?
Classification: Concept

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
LO 2.7: How can you use collaboration tools to manage shared task?
Classification: Concept

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
LO 2.7: How can you use collaboration tools to manage shared task?
Classification: Concept

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

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Answer: FALSE
AACSB: Information Technology
Difficulty: Moderate
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.8: Which collaboration IS is right for your team?
Classification: Concept

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
LO 2.8: Which collaboration IS is right for your team?
Classification: Concept

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
LO 2.8: Which collaboration IS is right for your team?
Classification: Concept

2.2 Multiple-Choice Questions

1) Collaboration is defined as a group of people _____.
A) coming together to perform tasks that are different
B) working together to achieve a common goal
C) performing independent tasks that are important
D) working 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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Concept

2) _____ is defined as a group of people working together to achieve a common goal via a process of feedback and iteration.
A) Fragmentation
B) Collaboration
C) Distribution
D) Experimentation
Answer: B
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy

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Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.1: What are the two key characteristics of collaboration?
Classification: Concept

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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Concept

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) fragmentation
C) distribution
D) experimentation
Answer: A
AACSB: Analytical Thinking
Difficulty: Moderate
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.1: What are the two key characteristics of collaboration?
Classification: Application

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 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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Application

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6) A student group that is working on a project is considered to be a collaboration if the _____.
A) members work on different sections by themselves
B) members provide feedback on each other's work
C) group uses Google Drive to share files
D) 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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Application

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) skillfulness at giving/receiving negative feedback
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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Concept

8) Identify the least important characteristic for an effective collaborator.
A) willingness to enter difficult conversations
B) having experience as a collaborator
C) showing the 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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Concept

9) According to J. Richard Hackman, which of the following is a primary criterion for judging team success?
A) successful outcome
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

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LO 2.2: What are three criteria for successful collaboration?
Classification: Concept

10) Identify a primary purpose of collaboration.
A) eliminating individual tasks
B) making decisions
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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

11) Operational decisions are those that support operational, _____.
A) day-to-day activities
B) utilization of resources
C) organizational issues
D) allocation of tasks
Answer: A
AACSB: Analytical Thinking
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Application

13) _____ decisions are concerned with day-to-day activities.
A) Operational
B) Strategic
C) Managerial
D) Tactical
Answer: A
AACSB: Information technology

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Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

14) Project leaders have to make decisions on the allocation and utilization of materials and labor. Such decisions are called _____ decisions.
A) operational
B) organizational
C) managerial
D) strategic
Answer: C
AACSB: Analytical Thinking
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Application

16) Managerial decisions are decisions about _____.
A) the utilization of resources
B) broad organizational issues
C) the day-to-day activities
D) strategic decision making
Answer: A
AACSB: Analytical Thinking
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

17) _____ decisions are those that support broad-scope, organizational issues.
A) Operational
B) Strategic
C) Unstructured

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D) Managerial
Answer: B
AACSB: Analytical Thinking
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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

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LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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) unstructured decision
D) consensus participative decision-making style
Answer: B
AACSB: Analytical Thinking
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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) unstructured
C) corporate
D) strategic
Answer: A
AACSB: Analytical Thinking
Difficulty: Moderate
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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

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diligence. This is an example of _____ decision making.
A) asynchronous
B) unstructured
C) structured
D) operational
Answer: B
AACSB: Analytical Thinking
Difficulty: Moderate
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Application

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Application

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Application

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) Decisions at the operational level tend to be structured, whereas decisions at the strategic level tend to be unstructured.
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

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Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

28) The need for collaboration is greatest for _____ decisions.
A) operational
B) procedural
C) strategic
D) managerial
Answer: C
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

29) _____ decisions are the most structured and have very little need for collaboration.
A) Operational
B) Tactical
C) Managerial
D) Strategic
Answer: A
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

31) An organization defines the rules that govern a project 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

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AACSB: Analytical Thinking
Difficulty: Moderate
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

32) Team roles, responsibilities, and authorities are established 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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

34) Identify a task that should be performed during the planning phase of project management.
A) reporting project progress
B) determining the 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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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

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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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

36) A project manager has to manage tasks and identify schedule 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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

38) Identify the project management phase in which the budget and tasks of a project are managed.
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
LO 2.3: What are the four primary purposes of collaboration?

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Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
AACSB: Interpersonal Relations and Teamwork
Difficulty: Moderate
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.4: What are the requirements for a collaboration information system?
Classification: Concept

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
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.4: What are the requirements for a collaboration information system?
Classification: Concept

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
AACSB: Interpersonal Relations and Teamwork
Difficulty: Easy

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Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.4: What are the requirements for a collaboration information system?
Classification: Concept

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) rewarding accomplishment
B) managing many versions of content
C) supporting intra-team training
D) building team espirit
Answer: C
AACSB: Interpersonal Relations and Teamwork
Difficulty: Moderate
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.4: What are the requirements for a collaboration information system?
Classification: Concept

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: Moderate
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.4: What are the requirements for a collaboration information system?
Classification: Concept

45) _____ communication occurs within a team when all team members meet at the same time.
A) Synchronous
B) Asynchronous
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
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

46) Asynchronous communication occurs when team members _____.
A) cannot arrive at consensus after discussions
B) engage in conflicting discussions
C) do not meet at the same time

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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
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

47) The use of a conference call is an example of _____ communication.
A) sequential
B) synchronous
C) indirect
D) asynchronous
Answer: B
AACSB: Written and Oral Communication
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

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
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

49) Which of the following tools facilitates asynchronous communication?
A) videoconferencing
B) multiparty text chat
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
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

50) _____ is a popular commercial webinar product used in virtual sales presentations.
A) SurveyMonkey
B) MS Office Web

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C) WebEx
D) Skype
Answer: C
AACSB: Information Technology; Written and Oral Communication
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

51) Discussion forums are better suited than emails in asynchronous communication because _____.
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
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

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) management surveys
C) webinars
D) team surveys
Answer: D
AACSB: Information Technology
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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) sessions
Answer: C
AACSB: Information Technology
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork

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LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
LO 2.7: How can you use collaboration tools to manage shared task?
Classification: Concept

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
LO 2.7: How can you use collaboration tools to manage shared task?
Classification: Concept

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
LO 2.8: Which collaboration IS is right for your team?
Classification: Concept

61) Which of the following is a feature of Microsoft Lync?
A) multiparty text chat
B) blogs
C) concurrent editing
D) discussion forums

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Answer: A
AACSB: Information Technology
Difficulty: Easy
Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.8: Which collaboration IS is right for your team?
Classification: Concept

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. A cooperative group can accomplish a given task faster than an individual working alone, but the cooperative result is usually not better in quality than the result of someone working alone.
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
LO 2.1: What are the two key characteristics of collaboration?
Classification: Concept

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
LO 2.2: What are three criteria for successful collaboration?
Classification: Concept

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. Predicting the future direction of the economy or the stock market is a classic example of unstructured decision.
AACSB: Analytical Thinking
Difficulty: Moderate

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Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.3: What are the four primary purposes of collaboration?
Classification: Concept

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
LO 2.4: What are the requirements for a collaboration information system?
Classification: Concept

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

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Course LO: Explain how IS can enhance systems of collaboration and teamwork
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

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
LO 2.5: How can you use collaboration tools to improve team communication?
Classification: Concept

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
LO 2.6: How can you use collaboration tools to manage shared content?
Classification: Concept

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
LO 2.7: How can you use collaboration tools to manage shared task?
Classification: Concept

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