

TRUE/FALSE

1. True productivity improvements generally come simply from automating work processes.
ANS: F PTS: 1 REF: 4
2. In a rapidly changing global business environment, managers require life-long learning and flexibility in determining ~~in~~ business roles and career opportunities.
ANS: T PTS: 1 REF: 4
3. The field of IT involves computer hardware only, such as mainframe computers, servers, laptops, and PDAs.
ANS: F PTS: 1 REF: 4
4. A streamlined work process enables staff, IT support staff, and other system users to operate efficiently and reliably.
ANS: T PTS: 1 REF: 5
5. Most organizations have a number of different information systems.
ANS: T PTS: 1 REF: 5
6. When considering the role of business managers for working with IT, it is useful to divide information systems into ~~nine~~ types.
ANS: F PTS: 1 REF: 5
7. The DSS can let a decision maker evaluate alternatives to the least expensive solution.
ANS: T PTS: 1 REF: 6
8. E-learning systems qualify as an example of network IT.
ANS: F PTS: 1 REF: 6
9. Examples of enterprise IT include the use of Web conferencing, wikis, and electronic corporate directories.
ANS: F PTS: 1 REF: 6-7
10. Another form of Web conferencing is Webcasting, in which audio and video information is broadcast from the presenter ~~to~~ participants.
ANS: T PTS: 1 REF: 7
11. Electronic corporate directories are used in large organizations to find the right person with whom to collaborate on ~~an~~ issue or opportunity.
ANS: T PTS: 1 REF: 7
12. Enterprise IT systems often require the radical redesign of fundamental work processes and the automation of new ~~process~~es.
ANS: T PTS: 1 REF: 8
13. Three examples of network systems are transaction processing, enterprise resource planning, and interorganizational ~~systems~~.
ANS: F PTS: 1 REF: 8
14. Four widely used sets of EDI standards exist.
ANS: F PTS: 1 REF: 10
15. Organizations typically spend one to six percent of their total revenues on IT.
ANS: T PTS: 1 REF: 11
16. To implement an IT system successfully, a company might need to change its business processes, worker roles and ~~responsibilities~~, reward systems, and decision making.
ANS: T PTS: 1 REF: 12
17. Social influence is the belief that using the system will help job performance.
ANS: F PTS: 1 REF: 14
18. Function IT can deliver results without the complements being in place, network IT allows the complements to emerge ~~over~~ time, and enterprise IT requires the complements to be deployed with the new technologies.
ANS: T PTS: 1 REF: 15

19. Network IT staff are responsible for ensuring that physical IT assets, such as applications, databases, networks, and hardware, are protected against loss or damage.
- ANS: F PTS: 1 REF: 18
20. Failure to ensure that IT risks are mitigated can lead to serious problems, such as unwanted oversight from federal regulators, IT-related fraud, and costly business disruptions.
- ANS: T PTS: 1 REF: 19

MULTIPLE CHOICE

1. Real gains in productivity require innovations to ____.
- a. human practices c. corporate process
b. business practices d. business politics
- ANS: B PTS: 1 REF: 4
2. ____ are the key to ensuring that IT innovations pay off.
- a. Technical staff c. Managers
b. Technical skills d. Trained staff
- ANS: C PTS: 1 REF: 4
3. ____ include(s) all tools that capture, store, process, exchange, and use information.
- a. Information technology c. Information systems
b. Business technology d. Data systems
- ANS: A PTS: 1 REF: 4
4. An organization’s IT infrastructure must be integrated with employees and procedures to build, operate, and support ____.
- a. business systems c. data systems
b. data technology d. information systems
- ANS: D PTS: 1 REF: 5
5. ____ enable a firm to meet fundamental objectives, such as increasing revenue, reducing costs, improving decision making, enhancing customer relationships, and speeding up their products’ time to market.
- a. Data systems c. Business systems
b. Information systems d. Data technology
- ANS: B PTS: 1 REF: 5
6. ____ includes information systems that improve the productivity of individual users in performing stand-alone tasks.
- a. Function IT c. Enterprise IT
b. Network IT d. System IT
- ANS: A PTS: 1 REF: 6
7. A(n) ____ employs models and analytic tools to help users gain insights into data, draw conclusions from the data, and make recommendations.
- a. decision support tree c. decision support system
b. analytic support system d. decision system
- ANS: C PTS: 1 REF: 6
8. With the rapid changes in today’s business environment, managers and employees must be ____ learners to keep pace.
- a. fast c. competitive
b. continual d. conventional
- ANS: B PTS: 1 REF: 6
9. ____ includes information systems that improve communications and support collaboration among members of a workgroup.
- a. Function IT c. Enterprise IT
b. Network IT d. System IT
- ANS: B PTS: 1 REF: 6-7
10. A(n) ____ is a live Internet presentation that supports interactive communications between the presenter and the audience.
- a. E-conference c. Webcast
b. Web conference d. Webinar
- ANS: D PTS: 1 REF: 7
11. ____ includes information systems that organizations use to define interactions among their own employees and/or with external customers, suppliers, and other business partners.
- a. Function IT c. Enterprise IT
b. Network IT d. System IT
- ANS: C PTS: 1 REF: 8
12. Many organizations are moving from a collection of loosely linked transaction processing systems to a(n) ____.
- a. resource planning system c. enterprise resource planning system
b. enterprise planning system d. enterprise resource system
- ANS: C PTS: 1 REF: 8

13. ____ supports the direct, computer-to-computer transfer of information in the form of predefined electronic documents.
- Electronic data interchange
 - Electronic data exchange
 - E-data interchange
 - E-data exchange
- ANS: A PTS: 1 REF: 10
14. IT-related expenses in many organizations can account for approximately ____ percent of capital spending.
- 10
 - 25
 - 50
 - 80
- ANS: C PTS: 1 REF: 11
15. An organization with ____ suggests that some people are more concerned with the impact of the change on themselves than with how it might improve the organization.
- a high tolerance to change
 - parochial self-interest
 - a low tolerance to change
 - different assessments of a situation
- ANS: B PTS: 1 REF: 12
16. An organization with ____ suggests that some people require security and stability in their work.
- high tolerance to change
 - parochial self-interest
 - low tolerance to change
 - misunderstanding
- ANS: C PTS: 1 REF: 12
17. The ____ factor in the Unified Theory of Acceptance and Use of Technology is the degree of ease associated with the use of the system.
- effort expectance
 - performance expectancy
 - social influence
 - facilitating conditions
- ANS: A PTS: 1 REF: 14
18. The ____ factor in the Unified Theory of Acceptance and Use of Technology is the belief that an organizational and technical infrastructure exists to support the system.
- effort expectance
 - performance expectancy
 - social influence
 - facilitating conditions
- ANS: D PTS: 1 REF: 14
19. A successful enterprise IT system requires the ____ imposition of standards and procedures that spell out exactly how transactions must be conducted and how the supporting information must be captured, stored, and shared.
- upper-tier
 - middle-tier
 - bottom-up
 - top-down
- ANS: D PTS: 1 REF: 17
20. If assets are lost or destroyed as the result of a disaster, ____ must be in place to ensure the ongoing operation of critical business functions.
- business continuity plans
 - business contingency plans
 - financial recovery plans
 - disaster contingency plans
- ANS: A PTS: 1 REF: 18

COMPLETION

1. To gain a sustainable competitive advantage, companies consistently must deliver increasing _____ to customers.
- ANS: value
- PTS: 1 REF: 4
2. An organization's defined set of IT hardware, software, and networks is called its _____.
- ANS: IT infrastructure
- PTS: 1 REF: 5
3. An organization also requires a staff of people called the _____ to plan, implement, operate, and support IT.
- ANS: IT support organization
- PTS: 1 REF: 5
4. _____ encompass a number of computer-enhanced learning techniques, including computer-based simulations, multimedia CD-ROMs, Web-based learning materials, hypermedia, podcasts, and Webcasts.
- ANS: E-learning systems
- PTS: 1 REF: 6
5. _____ uses IT to conduct meetings or presentations in which participants are connected via the Internet.
- ANS: Web conferencing
- PTS: 1 REF: 7

6. _____ is the most basic form of Web conference—each participant sees whatever is on the presenter’s screen, be it a spreadsheet, legal document, artwork, blueprint, or MRI image.

ANS: Screen sharing

PTS: 1 REF: 7
7. _____ support the flow of data among organizations to achieve shared goals.

ANS: Interorganizational information systems

PTS: 1 REF: 9
8. The ANSI standard is used in _____.

ANS: North America

PTS: 1 REF: 10
9. When new IT is introduced in some organizations, _____ adopt the technology first, then try to figure out what to do with the new information and cope with its implications. This approach is wrong and can trigger major business disruptions.

ANS: managers

PTS: 1 REF: 11
10. D. R. Conner developed the _____, which describes key activities that are needed to build commitment for change.

ANS: Change Management Continuum Model

PTS: 1 REF: 13
11. The _____ phase of the Change Management Continuum Model has the goal to make people aware of the change and why it is occurring.

ANS: inform

PTS: 1 REF: 13
12. The _____ phase of the Change Management Continuum Model has the goal to make people recognize impact of change on them and their way of working.

ANS: educate

PTS: 1 REF: 13
13. The Unified Theory of Acceptance and Use of Technology identifies _____ key factors that directly determine a user’s acceptance and usage of IT. (Specify the number of factors.)

ANS:
four
4

PTS: 1 REF: 14
14. IT resources are used to capture, store, process, update, and exchange information that controls valuable organizational _____.

ANS: assets

PTS: 1 REF: 17
15. A CFO Research Services and Deloitte Consulting study showed that managers at _____ percent of surveyed firms believe that their operational and financial data is not as effective as it should be for developing strategies and planning.

ANS:
80
eighty

PTS: 1 REF: 19

ESSAY

1. Explain what a wiki is.

ANS:
Wiki (Hawaiian for fast) is a Web site that allows users to edit and change its content easily and rapidly. The wiki may be either a hosted Internet site or a site on the company intranet. A wiki enables individual members of a workgroup or project team to collaborate on a document, spreadsheet, or software application without having to send the materials back and forth.

PTS: 1 REF: 7

2. Explain the purpose of electronic corporate directories.

ANS:

Electronic corporate directories are used in large organizations to find the right person with whom to collaborate on an issue or opportunity. Increasingly, organizations are creating online electronic corporate directories to solve this problem. IBM added many new features and capabilities when it recently reworked its online employee directory, called BluePages. This network IT application consists of three components—a database of information about employees’ skills, knowledge areas, and experience; a search engine; and collaboration features that connect employees and facilitate the sharing of information. Employee profiles contain a photo and an audio file that provides the correct pronunciation of their name. Each profile is updated continually to show the local time at the person’s location and his availability for immediate contact.

PTS: 1 REF: 7

3. Describe a transaction processing system.

ANS:

A transaction processing system (TPS) captures data for company transactions and other key events and updates the firm’s records, which are maintained in electronic files or databases. Each TPS supports a specific activity of the firm, and several may work together to support an entire business process. For example, some organizations use many TPSs to support their order processing, which includes order entry, shipment planning, shipment execution, inventory control, and accounts receivable. The systems work together in the sense that data captured by an “upstream” system is passed “downstream” and made available to other systems later in the order processing cycle. Data captured using the order entry TPS is used to update a file of open orders—orders received but not yet shipped. The open order file, in turn, is used as input to the shipment planning TPS, which determines the orders to be filled, the shipping date, and the location from which each order will be shipped. The result is the planned order file, which is passed downstream to the shipment execution TPS, and so on.

PTS: 1 REF: 8

4. Explain the role of managers with respect to new IT.

ANS:

When new IT is introduced in some organizations, managers adopt the technology first, then try to figure out what to do with the new information and cope with its implications. Such an approach is wrong, and can trigger major business disruptions. New IT is more powerful and diverse than the old systems, and is increasingly entwined with the organization’s critical business practices.

Companies that successfully adopt new technology recognize that managers have a crucial role in leading the successful introduction and adoption of IT. Managers have three critical responsibilities when it comes to capturing real benefits from IT: identifying appropriate opportunities to apply IT, smoothing the way for its successful introduction and adoption, and mitigating its associated risks.

PTS: 1 REF: 11

5. Discuss the Change Management Continuum Model.

ANS:

D. R. Conner developed the Change Management Continuum Model, which describes key activities that are needed to build commitment for change. This model can identify actions to help an organization successfully introduce and adopt a specific IT system. Here are seven stages of commitment grouped into three major phases: inform, educate, and commit. An organization must execute each of the seven stages to get employees to commit to a new IT system. People will resist adoption of the new system if a stage is skipped or not successfully completed. For example, if a company fails to make employees understand the new IT system, they will not comprehend how they are expected to use it, and the company will be unable to achieve the system’s benefits.

PTS: 1 REF: 13