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| CE-1 | **.**  **.**  **.**  **.**  **.**  **.**  **.**  **.**  **.**  **.**  **.**  **.**  **.**  **.**  **.**  **.**  **.**  **.**  **..**  **.**  **.**  **.**  **.** | **Collaboration Information Systems for Decision Making, Problem Solving, and Project Management** |

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| LEARNING OBJECTIVES |  |

1. Explain the two key characteristics of collaboration.
2. Describe three criteria for successful collaboration.
3. Describe the four primary purposes of collaboration.
4. Discuss the components and functions of a collaboration information system.

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| CHAPTER OUTLINE |  |

* What are the two key characteristics of collaboration?
* The importance of effective critical feedback
* Guidelines for giving and receiving critical feedback
* Warning!
* What are three criteria for successful collaboration?
* Successful outcome
* Growth in team capability
* Meaningful and satisfying experience
* What are the four primary purposes of collaboration?
* Becoming informed
* Decision making
* Problem solving
* Project management
* What are the components and functions of a collaboration information system?
* The five collaboration system components
* Primary functions: communication and content sharing

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| USING YOUR KNOWLEDGE |  |

1. *Give an example of a cooperative team and a collaborative team. Use examples other than those in this book. Explain why iteration and feedback is more important for collaboration than for cooperation. Summarize factors that cause most student teams to be cooperative and not collaborative. What is the disadvantage when student teams are not collaborative? How can information systems be used to make it easier for students to truly collaborate?*

A team can be a collaborative team or a cooperative team. When a team works essentially independently on the components of a project and assembles their individual work to produce a complete project, the team is cooperating. When the team provides feedback on each other’s work and the work product evolves through iteration, review, feedback, and revision, the team is working collaboratively. Collaboration occurs between two or more people. A team of students painting a house are cooperative rather than collaborative. Generally, that team would divide the work and work independently, coordinating so that the complete house gets painted, but does not use feedback and iteration. Cooperative teams are fine for certain types of tasks, but with collaboration, the result of the team’s efforts can be greater than what any individual could produce working alone. (LO: 1, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking Skills)

1. *Suppose you are the manager of a campaign to elect one of your friends as university student body president.*
2. *Describe why this campaign will be more successful if managed collaboratively than cooperatively.*

If given a task of making campaign recommendations, the team will need to assess the current array of campus issues, identify the candidate’s strengths and deficiencies, generate alternative ways of addressing the deficiencies, evaluate those alternatives, and come to a consensus on prioritizing those recommendations. The team goals will require collaboration rather than cooperation. The issues mentioned will require that the team review information, provide feedback, and revise their work. (LO: 1, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking Skills)

1. *Explain how each of the criteria for team success pertains to this campaign. Are the second and third criteria important? Explain your answer.*

The criterion of ‘successful outcome’ is obvious – your candidate is elected! The criterion of ‘growth in team capability’ may not be quite so obvious. If the campaign is successful, reelection as student body president is unlikely and members of the team may graduate and move on from the university. However, some team members may stay connected following graduation and may eventually work together on another political campaign, so growth in team capability would be highly desirable. The criterion of ‘meaningful and satisfying experience’ pertains to this campaign because regardless of outcome, if the team members had a good experience, they are more likely to want to be civically engaged citizens upon graduation, which is a good outcome for society in general. (LO: 2, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking Skills)

1. *Describe how each of the four primary purposes of collaboration pertains to this campaign. Explain the hierarchical nature of these four factors.*

The people involved in the campaign must be informed and knowledgeable about issues, campus sentiment, and the candidate’s position on issues. Because of being informed, the campaign team can make better decisions about campaign strategy and tactics. The team will be able to solve problems more effectively as they arise during the campaign if better decisions are made. Finally, the entire campaign can be more effectively managed as a project (with subprojects) if the team can solve problems, make decisions, and stay informed. (LO: 3, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking Skills)

1. *Suppose that one of the tasks for the campaign team is to decide how to allocate scarce labor. Where in Figure CE1-3 does this decision lie? Explain your answer.*

Campaign workers, typically volunteers, will be a very scarce resource in this campaign. Decisions about how to allocate those resources will be a managerial decision in this campaign that is unstructured. Because the decision is unstructured, collaboration will be very helpful so that the trade-offs of the various allocation options are considered critically and carefully. (LO: 3, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking Skills)

1. *Consider the use of information technology to run this campaign. Using the four rows in Figure CE1-7, answer the following questions:*
2. *Suppose that you attempt to use nothing other than face-to-face meetings, email and texting for communication during this campaign. For each purpose, what problems can you expect if you use only these two?*

These techniques can be used for all four purposes listed in CE1-7 (and have been for many years), but they are less than optimal. Sharing can be accomplished in meetings and via email/text, but we are not always sure people are listening or reading email/text. Group communication is not well supported outside of the F2F meetings. Publishing results can be done but again is vulnerable to people not reading their messages. History can be stored but is scattered among many messages and not easily searched or comprehended. (LO: 4, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking Skills)

1. *For which purpose(s) might you use Microsoft PowerPoint? For which purpose(s) might you use Microsoft Excel?*

PowerPoint can be helpful in becoming informed, making decisions, and solving problems. Its use in conducting projects is more limited. Excel can be used for all four purposes. (LO: 4, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking Skills)

1. *Assuming you are using only face-to-face meetings, email, texting, PowerPoint, and Excel, how will you share documents? What problems might you expect?*

PowerPoint and Excel documents can be shared as email attachments, but doing so causes many problems. First, there is no guarantee that everyone involved actually downloads and looks at the attachments. Second, once one team member begins to edit one of the documents, you lose control over the document versioning and it quickly becomes difficult to keep track of the most current version of the document. (LO: 4, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking Skills)

1. *Describe what you think would be the single most important additional collaboration tool that you could add to your team.*

A shared storage area for sharing the PowerPoint and Excel documents (Google Drive or Microsoft SkyDrive). One of these simple tools can help the team enormously in terms of making documents available to all team members, allowing team members to easily access and edit the documents, and keep track of the most current version of each document. (LO: 4, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking Skills)

*(This exercise is continued at the end of Chapter Extension 2, when you will be asked to consider other collaboration tools.)*