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| CHAPTER LEARNING OBJECTIVE QUESTIONS |  |

7-1 What Are the Two Key Characteristics of Collaboration?

7-2 What Are Three Criteria for Successful Collaboration?

7-3 What Are the Four Primary Purposes of Collaboration?

7-4 What Are the Components and Functions of a Collaboration

Information System?

Learning Catalytics™ is a student response tool that helps you generate class discussion, customize your lecture, and promote peer-to-peer learning based on real-time analytics. Learning Catalytics uses students’ smartphones, tablets, or laptops to engage them in more interactive tasks.

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| SO WHAT? |  |

## Future of the Gig Economy

*1. What are some of the downsides of being a worker in the gig economy? In spite of these downsides, it is likely that you will find yourself participating in the gig economy at some point in the future. Does this type of working arrangement interest you, and if so, what type of work would you do and for what type of organization?*

The downsides are many, including lack of benefits, uncertainty about the future, stress, and isolation. Students will vary as to whether they are interested in this arrangement and in what way.

*2. Are there any technologies that may help gig workers feel more integrated with the clients for which they work?*

The use of video chats and web-enabled meetings can help the gig workers feel more connected to their clients.

*3. The article references a* Harvard Business Review *piece that enumerates four factors to help gig workers be successful (namely, place, routines, purpose, and people). Can you think of any other elements that could help gig workers be more productive or satisfied?*

Organizations using gig employees could make more deliberate efforts to include these workers in meetings, keeping them informed and soliciting their opinions when appropriate.

*4. A legal precedent is being set that continues to isolate gig workers from many of the benefits that traditional employees receive. Do you agree with this legal precedent? How has this precedent contributed to the growth of companies employing gig workers? How may it be harmful?*

Since this is an opinion question, student responses will vary.

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| COLLABORATION EXERCISE 7 |  |

*Using the collaboration IS you built in Chapter 1 (pages 25–26), collaborate with a group of students to answer the following questions. If you haven’t built your collaboration IS yet, reread Collaboration Exercise 1 and Chapter Extension 10. Meet with your team and build a collaboration IS that uses tools like Google Docs, SharePoint, or other collaboration tools. Do not forget the need for procedures and team training.*

1. *Collaboration:*

*a. What is collaboration? Reread 7-1 in this chapter, but do not confine yourselves to that discussion. Consider your own experience working in collaborative teams, and search the Web to identify other ideas about collaboration.*

Student answers will vary. Their ideas on collaboration should focus on people working together to achieve a common goal, result, or work product. Feedback and iteration is involved so that the results of the collaborative effort are greater than could be produced by any of the individuals working alone. (LO: 1, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking)

*b. What characteristics make for an effective team member? Review the survey of effective collaboration skills in Figure 7-1 and the guidelines for giving and receiving critical feedback and discuss them as a group. Do you agree with them?*

Student answers will vary, depending on their team experiences. (LO: 1, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking)

*c. What skills or feedback techniques would you add to this list? What conclusions can you, as a team, take from this survey? Would you change the rankings in Figure 7-1?*

Student answers will vary, depending on their team experiences. (LO: 1, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking)

1. *Ineffective collaboration:*

*a. What would you do with an ineffective team member? First, define an ineffective team member. Specify five or so characteristics of an ineffective team member.*

Student answers will vary. The characteristics of an ineffective team member will include lack of interest and commitment, unwillingness to give or take criticism, unwillingness to listen, and indifference. (LO: 1, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking)

*b. If your group has such a member, what action do you, as a group, believe should be taken?*

Students are typically not too tolerant of ineffective team members, but are not always willing to boot them off the team, preferring instead to just work around them. (LO: 1, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking)

*c. In the business world, an ineffective team member can be fired. But in most academic environments, students can’t fail other students for being an ineffective team member. Explain how differences or similarities, in business and academic environments may affect how you deal with an ineffective team member.*

In general, student groups decide to work around an ineffective team member, realizing that the grade is the most important outcome and preferring to avoid conflict for the length of time the team exists. In business, teams may exist for long periods of time so teams are more likely to confront ineffective team members with the goal of getting them to change their behaviors. (LO: 1, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking)

1. *Effective collaboration:*

*a. How do you know* you *are collaborating well with your group?*

Student answers will vary. Characteristics of collaborative success center on the output of the group being superior to the output that could have been created by an individual working alone, including such things as being more productive, more creative, and generating more and better ideas. (LO: 1, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking)

*b. When working with a group, how do you know whether you are effectively giving or receiving constructive criticism?*

The best way is to assess whether the final outcome of the project has improved as a result of the exchange of constructive criticism. (LO: 1, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking)

*c. Specify five or so characteristics that indicate collaborative success. How can you measure those characteristics?*

There are number of elements that indicate collaborative success. Depending on the purpose, we can verify that decision was made, the problem was solved, or the project work product was produced. Closely tied to those verifiable outcomes, we can check to see that our time limits were met and the budget constraints were met. These are also measurable elements. Some teams want to work very efficiently and feel success if they produced an acceptable outcome while minimizing effort. In a student setting, the grade earned on the project is a measurable element that indicates collaborative success. Business teams are more long-lived than student teams, so business teams may also look at growth in team capabilities. Following completion of a project, the team may self-assess progress made in developing more effective and efficient work processes. Finally, teams may self-assess whether the project experience has been meaningful and satisfying. Team members can be asked their opinions as to whether they felt the tasks performed were viewed to be important by the team, whether they felt they had been given the recognition they deserved for their work, and whether they felt a sense of belonging to the group. By reviewing the results of such a survey, the team can identify strengths and weaknesses of the team processes and potentially make changes to create a more satisfying and meaningful team experience. (LO: 2, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Reflective Thinking)

*d. Briefly describe what your team likes and doesn’t like about using your collaboration system.*

No specific answer given; student answers will vary depending on the work done in parts 1-3 of this exercise. (LO: 1, Learning Outcome: Explain how IS can enhance systems of collaboration and teamwork, AACSB: Information Technology)

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| CASE STUDY 7 |  |

## Airbnb

1. *Airbnb launched its Web site and started renting rooms in 2008. But the Internet had been widely used since 1995. Why did it take 13 years for someone to start a company like Airbnb? Were there technological, social, or economic factors that kept it from becoming successful before 2008? Why didn’t any of the existing large technology companies like Google, Apple, Microsoft, Amazon, or Facebook start a company like Airbnb?*

The success of Airbnb’s launch in 2008 was enhanced by the economic downturn that was occurring at the time, especially in the real estate market. Many people who owned real estate were finding themselves “upside down,” owing more than their properties were worth, and frequently were struggling to meet their loan obligations. The opportunity to bring in some much needed revenue through renting out space to travelers was immediately appealing. Also, due to the economic downturn, travelers were looking for budget-friendly places to stay. This convergence helped explain why the market was open to the Airbnb concept in 2008. Why the tech giants didn’t start a company such as Airbnb is explained by the fact that those companies were in completely different lines of business and were not in a position to recognize this trend. (LO: 4, Learning Outcome: Explain how IS can be used to gain and sustain competitive advantage, AACSB: Reflective Thinking)

1. *Many successful companies are started to fulfill a need. What need did Airbnb fill? Why weren’t hotels fulfilling this need? Are hotels and Airbnb fulfilling the same need, or are they offering different products for different needs? Would consumers use both traditional hotels and Airbnb for different purposes? Why?*

The need filled by Airbnb is based on homeowners who were cash-strapped and needing to generate revenue in order to keep their properties, and travelers who were looking for budget-friendly housing options. Hotels provide a predictable experience for a cost. Airbnb appealed to travelers with a sense of adventure and the potential for housing with more amenities (e.g., kitchens). Consumers definitely might use both types of housing options for different purposes. Airbnb is very popular for vacationers who want to stay in a more authentic local place, while hotels will always appeal to business travelers. (LO: 4, Learning Outcome: Explain how IS can be used to gain and sustain competitive advantage, AACSB: Reflective Thinking)

1. *Suppose you work for a large investing firm. Your boss asks you to determine the value of Airbnb as a company because he plans on buying stock in its upcoming initial public offering (IPO).*

*a. How would you determine its value?*

The market valuation of any new venture is a very difficult proposition. The valuation must be based on a careful analysis of the venture’s business model (ways to make money), the expected demand for the new venture’s products/services, and a clear-eyed assessment of the quality of the venture’s management. (LO: 4, Learning Outcome: Explain how IS can be used to gain and sustain competitive advantage, AACSB: Analytical Skills)

*b. Would you value Airbnb like a hotel chain, a tech startup, or another type of company?*

Since Airbnb is based on an entirely new business model (collaborative consumption) it does not seem appropriate to slot it into an existing company category for valuation purposes. It involves aspects of the hotel industry, tech industry, and social media. (LO: 4, Learning Outcome: Explain how IS can be used to gain and sustain competitive advantage, AACSB: Analytical Skills)

*c. How would you determine Airbnb’s future growth potential? Could it expand into other markets? Which ones?*

Since this is an opinion question, student answers will vary. By the time of Airbnb’s initial public offering, the company had already demonstrated the viability of its business model. Future growth estimates would be based on assessing sales projections in the initial venture (short-term housing) and prospects for expansion, such as short-term rental of vehicles. (LO: 4, Learning Outcome: Explain how IS can be used to gain and sustain competitive advantage, AACSB: Analytical Skills)

1. *Describe some of the economic impacts of collaborative consumption. Would companies like Airbnb and Uber help economies or hurt them? Why?*

Since this is an opinion question, student answers will vary. Owners of property are benefitted by generating revenue from their properties. Travelers receive a satisfying housing experience and directly compensate the property owners. Hotels do lose out on the revenue that could have been derived from these travelers. In some cases, travelers may take trips that otherwise would not have occurred because of the experience and value offered through Airbnb (larger properties can accommodate larger groups/families at a much more affordable cost). (LO: 4, Learning Outcome: Explain how IS can be used to gain and sustain competitive advantage, AACSB: Reflective Thinking)

1. *What are some other markets that could benefit from collaborative consumption? What might hinder these new markets from being profitable?*

Since this is an opinion question, student answers will vary. As mentioned in 7-9 c., short-term vehicle rental could be an extension of collaborative consumption. A vehicle owner is not using a vehicle and offers it to another consumer for short-term use. One of the restraining factors in this new market is the complications of insurance and liability involved with the use of a vehicle. (LO: 4, Learning Outcome: Explain how IS can be used to gain and sustain competitive advantage, AACSB: Reflective Thinking)

1. *Why are customer reviews and ratings so important to hosts offering rooms on Airbnb? Why would reviews be more important to a smaller host compared to a large 200-room hotel? Would feedback be important to all collaborative consumption industries? Why?*

Since this is an opinion question, student answers will vary. Reviews and feedback are critical for hosts to market their properties. While photos of the property are important, potential guests will value more subjective insights from people who have stayed in the property and can speak to more subtle aspects of its features and location. These types of reviews are an essential aspect of collaborative consumption industries because trust needs to be established between the parties involved, and reviews help strengthen the chance for trust to develop. Hotels do not require this person-to-person trust as they provide a predictable experience. (LO: 4, Learning Outcome: Explain how IS can be used to gain and sustain competitive advantage, AACSB: Reflective Thinking)

1. *Collaborative consumption utilizes idle resources. Could this same principle be applied to the human labor market? How? What impact might this have on the workforce? Airbnb doesn’t own any hotels, yet it is the largest accommodation provider in the world. Could the largest organizations in the world have no employees? How?*

In a sense, any time an organization hires an independent third party to perform work, it is using collaborative consumption. There are examples of this model in segments of the labor market, such as Angie’s List that helps homeowners find people to perform home repair and maintenance work, or Wag that helps dog owners find dog walkers. So far, in labor markets, we have more narrow niches rather than one huge comprehensive marketplace. If these narrow niches were brought together under one umbrella, then we could have enormous organizations with no employees. Companies could organize themselves to consist of only contracted workers for all roles and not have any “permanent” employees. (LO: 4, Learning Outcome: Explain how IS can be used to gain and sustain competitive advantage, AACSB: Reflective Thinking)

For an example illustrating the concepts found in this chapter, view the videos in [mymislab.com](http://mymislab.com/).