



Bonus: Bloom's Taxonomy of Cognition

Measuring How Much We Really Know...

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In 1956, Benjamin Bloom headed a group of educational psychologists who developed a classification of levels of intellectual behavior important in learning. Bloom found that over 95 % of the test questions students encounter require them to think only at the lowest possible level...the recall of information.

Bloom identified six levels within the cognitive domain, from the simple recall or recognition of facts, as the lowest level, through increasingly more complex and abstract mental levels, to the highest order which is classified as evaluation. Verb examples that represent intellectual activity on each level are listed here.

1. **Knowledge:** arrange, define, duplicate, label, list, memorize, name, order, recognize, relate, recall, repeat, reproduce state.
2. **Comprehension:** classify, describe, discuss, explain, express, identify, indicate, locate, recognize, report, restate, review, select, translate,
3. **Application:** apply, choose, demonstrate, dramatize, employ, illustrate, interpret, operate, practice, schedule, sketch, solve, use, write.
4. **Analysis:** analyze, appraise, calculate, categorize, compare, contrast, criticize, differentiate, discriminate, distinguish, examine, experiment, question, test.
5. **Synthesis:** arrange, assemble, collect, compose, construct, create, design, develop, formulate, manage, organize, plan, prepare, propose, set up, write.
6. **Evaluation:** appraise, argue, assess, attach, choose compare, defend estimate, judge, predict, rate, core, select, support, value, evaluate.



Information Technology for Strategic Advantage

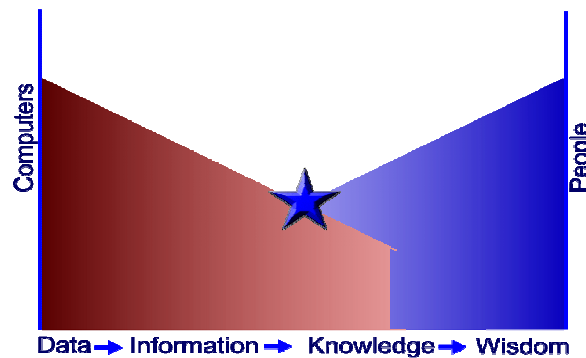
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LP2: Leveraging People and Technology

Discussion Questions

- From a strategic management perspective, how are computers and people similar? How are they different?
- Can you think of tasks that could be done by either a person or a computer? (My favorite example is the checkout counter.)
- Can you think of tasks that used to be done by people, but are now done by computers?
- Can you think of tasks that are often done by computers, but would be better done by people?
- What things do you need to consider when trying to disaggregate tasks and blend the work of people and the work of computers?

The Information Value Chain



What Do Computers Really Do for Us?

- Structuring and Filtering
- Collecting and Connecting

*“Computer: a million morons working at the speed of light.”
(David Ferrier)*

The Human – Computer Interface

- Training for Humans
- Humane Design for Computers

Relationship with Technological Innovations

- React (Diffusion of Innovations, Technology Lifecycles)
- Anticipate (Technology Roadmaps)
- Initiate (Research and Development)



Information Technology for Strategic Advantage

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Important Business Applications for Information Technology

- Modeling tools (GIS, CAD, CAM, 3-D Visualization, etc)
- CRM – Formerly “Contact Management”
- Line of Business, Supply Chain Management, ERP, MRP, MRP II
- Knowledge Management
- Project Management and Collaboration Tools
- E – Learning
- Syndication (RSS)
- Affiliate programs
- Blogs, Groups, Wikis, and Message Boards
- Online Sales / Purchases
- MIS
- Digital Dashboards

Making Money with Information Technology

- Manufacturing and systems design – use information technology to manufacture new IT stuff or perform new processes, or to do old stuff better, faster, or cheaper.
 - AMD, Intel, Sanmina SCI
- Sell intellectual property – look for and capitalize on opportunities to leverage your innovations or information assets into new revenue sources.
 - Mailing lists, Analyst reports
- Sell creative skills – charge for the time you spend doing stuff (writing code, drafting plans, administering a server, etc) that requires someone who knows what you know.
 - Programmers, CAD drafters, Network administrators
- Sell integration skills – charge for helping companies get the right pieces from various sources, making sure they all work together, and then training them in their use.
 - Consultants, Trainers, Network engineers
- Marketing – repackaging products (intellectual property), services (skills), and delivery mechanisms (supply chain) that other people have created and master the art of getting someone else to pay you for it.
 - Affiliate programs, Dell Computer