

4.2A–D · PP. 213–227 · ARC A: 213–219; ARC B: 220–227

Digital systems change how organizations work

Name one decision a business can make using transaction records.

AI conceptual illustration · fictional scene, not case evidence



Operation and organization of a business

TRANSACTION SYSTEM

Sale → recorded activity

A record of an exchange

SHARED CALENDAR

Availability → coordinated staffing

A parallel coordination tool

ANALYTICS

Totals + context → next order

Information supports a decision

Fictional school event shop. These are three connected uses, not a mandatory sequence or automatic hierarchy change.

Shared calendars and files can coordinate a team

Customer value and business incentives

1. Customer pays →

**2. Business supplies a
product/service** →

**3. Revenue meets
costs or objectives**

Trace an actual exchange. Advertising, commission and subscription have different payment relationships.

An organization may trade immediate profit for repeat use

Transaction data becomes a decision

Item	Recorded sales	Question before ordering
Badge	12	Was stock available throughout?
Poster	4	Did price or stock limit purchases?

An invented event shop records 12 badge sales and 4 poster sales

Diversification and workforce diversity

BUSINESS DIVERSIFICATION

Change products, markets or the supply chain

Do not confuse what a business offers with who can work and participate in it.

Diversification changes products, markets or the supply chain

WORKFORCE DIVERSITY / INCLUSION

Who is present—and who can participate effectively?

Horizontal and vertical diversification

Strategy	Invented action	Relationship
Horizontal	Video service adds messaging	Complementary service
Vertical	Online shop runs delivery fleet	Another part of its chain

Horizontal: add a complementary product or service

Concentric and conglomerate diversification

Strategy	Invented action	Relationship
Concentric	Existing service adapted for business users	Wider audience
Conglomerate	Game firm enters agriculture	Unrelated activity

Concentric: adapt an existing line for a wider audience

Hiring systems affect opportunity

01

Historical labels
become screening input



02

Criterion filters
applications



03

Some applicants
advance; others need a
challenge route

Validity, access and unequal outcomes need evidence. Speed is a separate measure.

A system can screen applicants quickly

Psychometric surveys measure selected traits

CLAIMED MEASURE

Responses used to estimate capabilities or behavioural style

Textbook historical case discussion; no present-day vendor capability claim and no personal testing required.

A score needs evidence of validity for its intended hiring use.

HIRING DECISION

Employer screens candidates using a score or threshold

A historical case needs a current check

HISTORICAL ACCOUNT · 2022

The textbook describes a vendor's earlier practice.

Retain the enduring dilemma without turning an old description into a current specification.

Textbook examples establish the chapter's original discussion

CURRENT CLAIM

Today's product requires dated current primary documentation.

Working practices and office design

SHARED SPACE

Coordinate an event plan together

Judge the arrangement against the task, access and work–home boundaries.

Digital tasks can change where and how work happens

QUIET / PRIVATE SPACE

Focus on editing or hold a confidential discussion

Remote work and digital nomadism



AI conceptual illustration · not case evidence

Remote work uses networks to complete work away from a central workplace

Crowdsourcing and crowdfunding

CROWDSOURCING

Volunteer translations → work /
information

Identify what is contributed. Participation does not guarantee quality or success.

Crowdsourcing gathers contributions, information or work

CROWDFUNDING

Donations for an exhibition →
money

Microwork, gig work and sharing

Microwork: small paid task

Gig: paid job or service

Sharing: access to a resource

These describe different arrangements; investigate who contributes, who pays and who sets the conditions.

Microwork consists of small tasks completed for payment

Platforms can mediate access to work

1. Customer requests work →

2. Platform matches/allocates →

3. Worker performs task →

4. Payment subject to rules

Allocation and eligibility can shape opportunity. Check actual terms and worker evidence before judging the result.

A platform can match a worker and a customer

Employee organizations and bargaining power

INDIVIDUAL TASK ALLOCATION

Platform sets conditions;
inspect the actual arrangement.

Status and rights require jurisdiction-specific evidence. No legal status is assumed here.

Workers can organize to seek better conditions

COLLECTIVE NEGOTIATION

Workers organize and
negotiate as a group.

Real source Y: revenue share and creator income

YOUTUBE STATED BASES · ILLUSTRATIVE AMOUNTS, NOT EARNINGS

55%

Watch Page

Net advertising revenue

45%

Shorts

Allocated Creator Pool share

$55\% \times \$300 = \$165$; $45\% \times \$600 = \$270$. Different fictional bases: this is not a comparison of actual income.

Actual income also depends on eligibility, allocation and costs. Read the current linked terms.

YouTube describes different payment bases for Watch Page and Shorts

Real source L: opportunities and working conditions

2021

ILO · historical labour
research

Source paraphrase · read the cited original

SUPPORTS THIS CLAIM

A frame for working conditions, access to work and social protection.

DOES NOT ESTABLISH

A current individual TikTok creator's earnings.

The ILO examines different forms of platform work

An impact becomes an implication through a reasoned link

01

Rule increases
exposure for a new
creator



02

Possible impact: more
opportunities to be seen



03

Possible implication:
sustainable wider
participation

The longer-term claim needs continued exposure and suitable income opportunities.

Mechanism: a rule changes visibility

Pause: explain the first business arc

PAUSE · INDIVIDUAL FIRST ATTEMPT · 2 MINUTES

Which evidence would help evaluate a creator income claim?

Predict / retrieve

Justify with an operation

Check → correct

Save your first response below. Explain the correction on a fresh example; practice is not a mark.

Explain a transaction-to-decision mechanism

Arc B: a task changes before a whole job disappears

Individually, list three tasks in a job you know. Which could be automated, and what would remain? 2 minutes.

AI conceptual illustration · fictional scene, not case evidence



Monitoring can become a feedback loop

1. Task time recorded →

2. Target comparison →

3. Prompt or consequence →

4. Next time recorded

Feedback: the next recorded time returns to the comparison. Synthetic model; speed does not measure safety.

Record a task time

Gamification changes the incentive around a task

01

Task scan
records elapsed
time



02

System converts
performance into
points



03

Leaderboard or
reward changes
incentives



04

Workers adapt
behaviour; check
quality and
conditions

Fictional warehouse mechanism. Historical textbook statistics are not current rates.

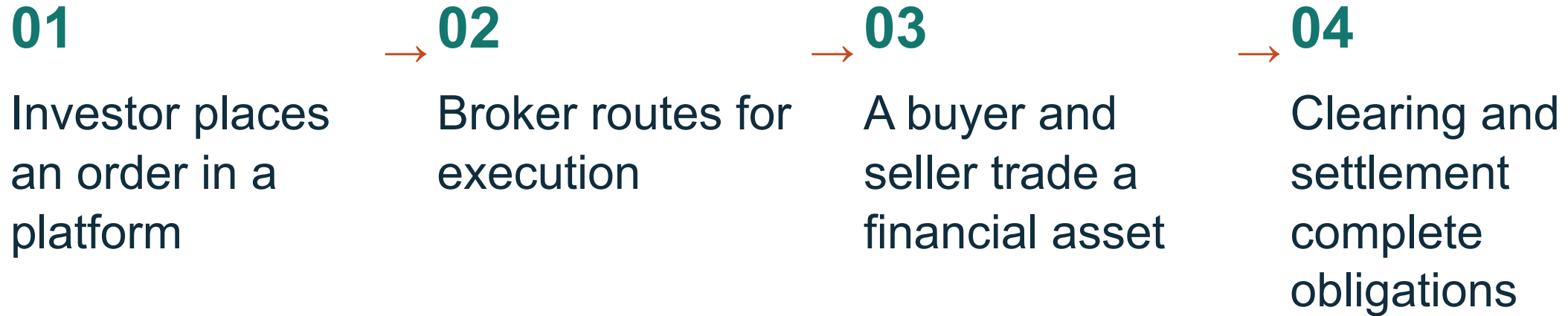
A points system can reward speed while overlooking another outcome.

E-commerce names the exchange, not the payment method

Transaction	Parties	Category
Parts wholesaler → repair shop	Business → business	B2B
Repair shop → customer	Business → consumer	B2C
Used bicycle owner → another person	Consumer → consumer	C2C

B2B: business sells to business

E-trading changes the asset and the intermediary



Simplified mechanism, not investment advice or a trading exercise. Terms and rules vary by market/date.

Buying a share differs from buying a physical product.

Check: automate, trade, or pay?

PAUSE · INDIVIDUAL FIRST ATTEMPT · 2 MINUTES

A business marketplace connects two individuals trading a used desk. Which describes the desk sale?

Predict / retrieve

Justify with an operation

Check → correct

Save your first response below. Explain the correction on a fresh example; practice is not a mark.

Use the parties and task to justify the term

Targeted marketing connects a signal to an audience

1. Page visit observed →

2. Cycling interest inferred →

3. Audience selected →

4. Advert shown

A later click is a possible feedback signal, not proof of intention or causal persuasion.

Recorded signal → inferred interest

Currency and payment are different layers

1. Price: CAD 20 →

2. Settlement: card network →

3. Balance changes →

4. Receipt of payment

Illustrative transaction. Currency is the unit; the payment system is the settlement route.

Currency expresses value, such as Canadian dollars

A token record does not automatically transfer copyright

Ledger identifier

Associated digital file

Separate licence or rights

Token transfer and rights transfer require separate evidence. A link is not a copyright licence.

Token: a recorded identifier or claim under a system’s rules

Check: identify what changed hands

PAUSE · INDIVIDUAL FIRST ATTEMPT · 2 MINUTES

A CAD-priced online lesson is paid by card. Which conclusion follows?

Predict / retrieve

Justify with an operation

Check → correct

Save your first response below. Explain the correction on a fresh example; practice is not a mark.

Name the currency or token

Cashless convenience can create an access barrier

Design choice	Potential gain	Question to test
App only	Quick payment for connected users	Who cannot access the app?
App + alternative	More routes during an outage	What staffing and costs are needed?

Fast settlement can help customers and sellers

Small purchases can add up

1. \$2 each →

2. 12 purchases →

3. $12 \times \$2$ →

4. \$24 total

Synthetic spending example. A small price does not set a cumulative limit.

Microtransaction: a small digital purchase

From a digital model to a physical object

1. CAD geometry →

2. Slice into
paths/layers →

3. Deposit material →

4. Inspect dimensions

Simplified filament process. A successful print does not establish suitability or safety.

CAD model → slicing instructions



AI conceptual illustration · not case evidence

Check: a gain needs a comparison

PAUSE · INDIVIDUAL FIRST ATTEMPT · 2 MINUTES

A printer builds one part with few offcuts. What can you reasonably conclude?

Predict / retrieve

Justify with an operation

Check → correct

Save your first response below. Explain the correction on a fresh example; practice is not a mark.

State the mechanism that could produce a benefit

GameStop: distinguish observation from a single-cause story

OCT 2021

US SEC staff · historical
analysis

Source paraphrase · read the cited original

SUPPORTS THIS CLAIM

January 2021 had exceptional volatility, trading volume and attention.

DOES NOT ESTABLISH

The report does not attribute the sustained rise solely to short covering or prove every actor's motive.

A regulator's staff report qualifies the textbook's feedback-loop account.

Globalization connects customers, suppliers and workers

**1. Supplier abroad →
input →**

**2. Local business →
production →**

**3. Customer abroad →
sale**

Global sourcing and borderless selling are different directions in the business relationship.

Borderless selling reaches customers in another country

Location and organizational boundary are separate questions

Support arrangement	Location change	External provider?
Own overseas team	Offshore	No
Local contractor	Domestic	Yes: outsourced
Overseas contractor	Offshore	Yes: outsourced

Offshoring: move an operation to another country

Sourcing: location and who does the work

Decision	Meaning	Fictional change
Reshore / inshore	Bring operation home	Production returns home
Nearsourcing	Locate near buyers	Supplier near customers
Insource	Use in-house staff	Internal team takes over

Outsource = another organization; offshore = another country. Either can occur without the other.

Location and who performs the task must be tracked separately.

A judgement compares whose costs and gains count

CUSTOMER

**Access · price ·
reliability**

Who is excluded?

WORKER

**Tasks · conditions ·
influence**

Who can challenge a decision?

ORGANIZATION

**Costs · reach ·
resilience**

What dependency is created?

A recommendation needs a criterion, evidence, a limitation and a condition that could change it.

Customer: access, price, reliability

Retrieve, submit, correct, revisit

PAUSE · INDIVIDUAL FIRST ATTEMPT · 2 MINUTES

A firm brings an overseas contractor's task back to its own domestic staff. What changed?

Predict / retrieve

Justify with an operation

Check → correct

Save your first response below. Explain the correction on a fresh example; practice is not a mark.

Close notes: distinguish location from contracting