Business Driven Information Systems 5th edition Baltzan Test Bank

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Chapter 02 Test Bank

Student:_____

1. One of the most important and challenging questions confronting managers today is how to lay the foundation for tomorrow's success while competing to win in today's business environment.
True False

2. Analytics is the science of fact-based decision making.
True False

3. At the operational level, employees are continuously evaluating company operations to hone the firm's abilities to identify, adapt to, and leverage change.
True False

4. At the operational level, employees develop, control, and maintain core business activities required to run the day-to-day operations.
True False

5. Operational decisions are considered structured decisions.
True False

6. Asking how many employees are out sick is a type of operational question.
True False

7. The structure of a typical organization is similar to a pyramid, with different levels that require one consistent type of information to assist with all managerial decision making.
True False

8. Operational decisions, or semistructured decisions, arise in situations where established processes offer potential solutions.
True False

9. At the strategic decision-making level, employees develop, control, and maintain core business activities.
True False

10. Unstructured decisions occur in situations in which no procedures or rules exist to guide decision makers towards the correct choice.
True False

11. Strategic decisions are highly structured decisions.
True False

12. Key performance indicators can focus on external and internal measurements.
True False

13. The proportion of the market that a firm captures is called market share.
True False

14. A project is a temporary activity a company undertakes to create a unique product, service, or result.
True False

15. Metrics are temporary activities a company undertakes to create a unique product, service, or result.
True False

16. Metrics are measurements that evaluate results to determine whether a project is meeting its goals.
True False

17. Return on investment indicates the earning power of a project.
True False

18. Effectiveness MIS metrics include throughput, transaction speed, and system availability.
True False

19. Measuring the amount of website traffic is the best way to determine an organization's success.
True False

20. Efficiency MIS metrics include throughput, speed, and availability.
True False

21. Effectiveness MIS metrics measure the impact MIS has on business processes and activities, including customer satisfaction and customer conversion rates.
True False

22. Efficiency MIS metrics measure the impact MIS has on business processes and activities, including customer satisfaction and customer conversion rates.
True False

23. Best practices are the most successful solutions or problem-solving methods that have been developed by a specific organization or industry.
True False

24. MIS support systems rely on models for computational and analytical routines that mathematically express relationships among variables.
True False

25. Benchmarks are baseline values the system seeks to attain.
True False

26. A model is a simplified representation or abstraction of reality.
True False

27. Managers use transactional information when making structured decisions at the operational level.
True False

28. Streamlining information encompasses all of the information contained within a single business process or unit of work, and its primary purpose is to support the performing of daily operational or structured decisions.

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True False

29. The manipulation of information to create business intelligence in support of strategic decision making is referred to as OLTP or online transaction processing.
True False

30. Source documents are simplified representation or abstraction of reality.
True False

31. Source documents are the original transaction records.
True False

32. Sensitivity analysis, what-if analysis, optimization analysis, and market basket analysis are the common DSS analysis techniques.
True False

33. Granularity refers to the level of detail in the model or the decision-making process.
True False

34. Visualization produces graphical displays of patterns and complex relationships in large amounts of data.
True False

35. A digital dashboard produces graphical displays of patterns and complex relationships in large amounts of data.
True False

36. Intelligent systems are various commercial applications of artificial intelligence.
True False

37. A pivot rotates data to display alternative presentations of the data.
True False

38. A consolidation rotates data to display alternative presentations of the data.
True False

39. Digital dashboards offer consolidation, drill-down, and slice-and-dice capabilities.
True False

40. A neural network is a category of efficiency metrics that attempts to measure the way the human brain works.
True False

41. Investment companies use genetic effectiveness metrics to help in trading decisions.
True False

42. Fuzzy logic is a mathematical method of handling imprecise or subjective information.
True False

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43. Fuzzy logic is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.
True False

44. Neural networks use technology allowing humans to interact with a computer through bodily sensations and movements—for example, a cell phone vibrating in your pocket.
True False

45. Mutation is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.
True False

46. Mutation is a mathematical method of handling imprecise or subjective information.
True False

47. A shopping bot is one of the simplest examples of an intelligent agent.
True False

48. Augmented reality is the viewing of the physical world with computer-generated layers of information added to it.
True False

49. Google glass is a wearable computer with an optical head-mounted display (OHMD).
True False

50. A haptic interface is primarily implemented and applied in virtual reality environments and is used in virtual workplaces to enable employees to shake hands, demonstrate products, and collaborate on projects.
True False

51. Virtual workplace is the viewing of the physical world with computer-generated layers of information added to it.
True False

52. A virtual workplace is a work environment that is not located in any one physical space.
True False

53. Google Glass is a work environment that is not located in any one physical space.
True False

54. Augmented reality is a wearable computer with an optical head-mounted display (OHMD).
True False

55. Virtual reality is a computer-simulated environment that can be a simulation of the real world or an imaginary world.
True False

56. Improving the efficiency and effectiveness of its business processes will improve a firm’s value chain.

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True False

57. Augmented reality is a computer-simulated environment that can be a simulation of the real world or an imaginary world.
True False

58. Virtual reality is the viewing of the physical world with computer-generated layers of information added to it.
True False

59. Business-facing processes or back-office processes are invisible to the external customer but essential to the effective management and operation of the business.
True False

60. When evaluating the 5 steps in the order-to-delivery business process, step one includes creating a campaign and checking inventory, which are both part of the human resources function.
True False

61. Strategic planning is a customer-facing business process.
True False

62. Product delivery is a customer-facing business process.
True False

63. Core processes are business processes, such as manufacturing goods, selling products, and providing services, that make up the primary activities in a value chain.
True False

64. Core processes are patents that protect a specific set of procedures for conducting a particular business activity.
True False

65. A static process uses a systematic approach in an attempt to improve business effectiveness and efficiency continuously. Managers constantly attempt to optimize static process.
True False

66. Examples of static processes include running payroll, calculating taxes, and creating financial statements.
True False

67. Examples of dynamic processes include running payroll, calculating taxes, and creating financial statements.
True False

68. A dynamic process is continuously changing and provides business solutions to ever-changing business operations.
True False

69. A static process is continuously changing and provides business solutions to ever-changing business operations.
True False

70. As the business and its strategies change, so do the dynamic processes. Examples of dynamic processes include managing layoffs of

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employees, changing order levels based on currency rates, and canceling business travel due to extreme weather.
True False

71. A business process patent is a patent that protects a specific set of procedures for conducting a particular business activity.
True False

72. A business management system is a graphic description of a process, showing the sequence of process tasks, which is developed for a specific purpose and from a selected viewpoint.
True False

73. To-Be process models show the results of applying change improvement opportunities to the current (As-Is) process model.
True False

74. Business Process Model and Notation (BPMN) is a graphical notation that depicts the steps in a business process.
True False

75. A Business Process Model and Notation (BPMN) event is anything that happens during the course of a business process. An event is represented by a circle in a business process model.
True False

76. A Business Process Model and Notation (BPMN) activity is a task in a business process.
True False

77. A Business Process Model and Notation (BPMN) gateway is used to control the flow of a process.
True False

78. A Business Process Model and Notation (BPMN) flow displays the path in which the process flows.
True False

79. A Business Process Model and Notation (BPMN) flow is anything that happens during the course of a business process. An event is represented by a circle in a business process model.
True False

80. A Business Process Model and Notation (BPMN) event is a task in a business process.
True False

81. A Business Process Model and Notation (BPMN) activity is used to control the flow of a process.
True False

82. A Business Process Model and Notation (BPMN) gateway displays the path in which the process flows.
True False

83. The primary goal of an As-Is process model is to simplify, eliminate, and improve the To-Be processes.
True False

84. A swim lane layout arranges the steps of a business process into a set of rows depicting the various elements.
True False

85. Business processes should never drive MIS choices and should be based on business strategies and goals.
True False

86. A workflow control system monitors processes to ensure tasks, activities, and responsibilities are executed as specified.
True False

87. Operational business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
True False

88. Redundancy occurs when a task or activity is never repeated.
True False

89. Managerial business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.
True False

90. Operational business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.
True False

91. Operational business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.
True False

92. Business process reengineering is the analysis and redesign of workflow within and between enterprises.
True False

93. Strategic business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.
True False

94. Strategic business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
True False

95. Which of the following is an important challenge facing managers today?
A. making business decisions
B. cultivating strategies
C. competing to win in today’s market
D. All of these are correct.

96. What must managers be able to do to compete in today's global marketplace?
A. make decisions to gain competitive advantages
B. make decisions that can help forecast future business needs
C. make decisions that can help forecast future business requirements
D. All of these are correct.

97. Which of the following is *not* considered a challenge facing most managers today?
A. Managerial decisions must be made quickly.
B. Strategic decisions need to be made by applying analysis techniques.
C. Artificial intelligence is required by all managers to be successful.
D. Managerial decisions require large amounts of information to analyze.

98. Managers that must analyze data from 500 hotels to determine when to discount rooms based on occupancy patterns would be placed in which category for managerial decision-making challenges?
A. Managers need to analyze large amounts of information.
B. Managers must make decisions quickly.
C. Managers must apply sophisticated analysis techniques, such as Porter's strategies or forecasting, to make strategic decisions.
D. All of these are correct.

99. An important customer who shows up at a hotel that is fully booked and the reservation is missing would be placed in which category for managerial decision-making challenges?
A. Managers need to analyze large amounts of information.
B. Managers must make decisions quickly.
C. Managers must apply sophisticated analysis techniques, such as Porter's strategies or forecasting, to make strategic decisions.
D. All of these are correct.

100. A manager who must implement a loyalty program across 500 hotels would be placed in which category for managerial decision-making challenges?
A. Managers need to analyze large amounts of information.
B. Managers must make decisions quickly.
C. Managers must apply sophisticated analysis techniques, such as Porter's strategies or forecasting, to make strategic decisions.
D. All of these are correct.

101. Which of the following is *not* included in the decision-making process?
A. Data Collection
B. Solution Benchmarking
C. Solution Generation
D. Solution Test

102. When evaluating the six-step decision-making process, what occurs during the solution implementation step?
A. The process will begin again if the decisions made were incorrect.
B. definition of the problem as clearly and precisely as possible
C. details of every solution possible including ideas that seem far fetched
D. The solution that best solves the problem is selected.

103. When evaluating the six-step decision-making process, what occurs during the problem identification step?

A. The process will begin again if the decisions made were incorrect.
B. definition of the problem as clearly and precisely as possible
C. details of every solution possible including ideas that seem far fetched
D. The solution that best solves the problem is selected.

104. When evaluating the six-step decision-making process, what occurs during the solution selection step?
A. The process will begin again if the decisions made were incorrect.
B. definition of the problem as clearly and precisely as possible
C. details of every solution possible including ideas that seem far fetched
D. The solution that best solves the problem is selected.

105. When evaluating the six-step decision-making process, what occurs during the solution test step?
A. The process will begin again if the decisions made were incorrect.
B. definition of the problem as clearly and precisely as possible
C. details of every solution possible including ideas that seem far fetched
D. None of these are correct.

106. Which of the following would you include as decisions and responsibilities typically found at the operational level of a company?
A. develop core business activities required to run the day-to-day operations
B. control core business activities required to run the day-to-day operations
C. maintain core business activities required to run the day-to-day operations
D. All of these are correct.

107. Data collection, solution generation, and solution implementation are all concepts associated with which of the following processes?
A. the six-step problem-solving process
B. the six-step decision-making process
C. the four-step problem-solving process
D. the four-step decision-making process

108. Review the following key terms. Which one defines an operational decision that involves situations where established processes offer potential solutions?
A. optimization analysis decision
B. artificial intelligence decision
C. structured decision
D. unstructured decision

109. Which of the following is considered an operational or structured decision?
A. determining how many employees are out sick
B. determining the impact of last month’s marketing campaign
C. allocating resources to a department for a new system
D. monitoring performance of a project team

110. Which of the following represents the structure of a typical organization?
A. flat line
B. pyramid

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C. circle
D. cube

111. What is the science of fact-based decision making?
A. analytics
B. structured decisions
C. unstructured decisions
D. semistructured decisions

112. Andy Benton works at the local Starbucks coffee shop and his responsibilities include taking orders, fulfilling orders, and ringing in sales. At what level of the organizational pyramid would you categorize Andy?
A. strategic
B. owner
C. operational
D. managerial

113. Which of the following represents the three different levels of a company pyramid from the top to the bottom?
A. managerial, strategic, operational
B. strategic, managerial, operational
C. operational, managerial, strategic
D. strategic, operational, managerial

114. Which of the following would you include as decisions and responsibilities typically found at the managerial level of a company?
A. monthly Plans
B. monthly Budgets
C. weekly Schedule
D. All of these are correct.

115. Which of the following is considered an unstructured decision?
A. reordering inventory
B. deciding to enter a new market
C. creating the employee weekly staffing schedule
D. creating the employee weekly production schedule

116. Which of the following is considered a managerial decision or semistructured decision?
A. determining how many employees are out sick
B. determining the impact of last month’s marketing campaign
C. investigating why payroll is having problems running
D. tracking how much inventory is in the warehouse

117. Which of the following key terms represents the types of decisions made at the operational, managerial, and strategic levels of a company?
A. structured decisions
B. unstructured decisions
C. semistructured decisions
D. All of these are correct.

118. At which level do managers develop the overall business strategies and monitor the performance of the organization and the competitive business environment?
A. operational
B. strategic
C. managerial

D. communications

119. Jenny Welch works at a retail store selling sports equipment. Her daily tasks include opening the store, creating the work schedules, processing payroll, overseeing sales and inventory, and training employees. At what level of the organizational pyramid would you categorize Jenny?
A. managerial
B. operational
C. strategic
D. owner

120. Bill Schultz works at a high-power investment firm in Los Angeles. Bill is responsible for promoting the firm's vision and creating the company-wide goals and strategies. He also monitors the overall strategic performance of the company and its direction for future business strategies. At what level of the organizational pyramid would you categorize Bill?
A. strategic
B. owner
C. operational
D. managerial

121. Chuck Biggs has been hired to oversee all of the plans that the city of Denver has created to expand its train transportation system by adding six more lines to the metro area. Chuck will be responsible for planning the project, managing the processes, and finalizing each new line as it is completed. How would you categorize the majority of the decisions Chuck will have to make to complete his job?
A. unstructured decisions
B. semistructured decisions
C. structured decisions
D. strategic decisions

122. What occurs in situations in which a few established processes help to evaluate potential solutions, but not enough to lead to a definite recommended decision?
A. analytics
B. structured decisions
C. unstructured decisions
D. semistructured decisions

123. What occurs in situations in which no procedures or rules exist to guide decision makers toward the correct choice?
A. analytics
B. structured decisions
C. unstructured decisions
D. semistructured decisions

124. At which level of an organization are employees continuously evaluating company operations to hone the firm's abilities to identify, adapt to, and leverage change?
A. operational level
B. managerial level
C. strategic level
D. All of these are correct.

125. At which level of an organization do managers develop overall business strategies, goals, and objectives as part of the company's strategic plan?
A. operational level
B. managerial level
C. strategic level
D. All of these are correct.

126. CSFs and KPIs are two core metrics used to evaluate results and measure the progress of a project for a business. Which of the following represents the acronyms for CSF and KPI?
A. continual success factors and key performance indicators
B. critical success factors and key project ideas
C. customer success findings and key project ideas
D. critical success factors and key performance indicators

127. What are measurements that evaluate results to determine whether a project is meeting its goals?
A. models
B. metrics
C. benchmarks
D. genetic algorithms

128. What are the crucial steps companies perform to achieve their goals and objectives and implement their strategies?
A. critical success factors
B. crucial success factors
C. key performance indicators
D. key performance factors

129. Which of the following statements is accurate?
A. Key performance indicators can have no more than four critical success factors.
B. Critical success factors can have no more than four key performance indicators.
C. Key performance indicators can have several critical success factors.
D. Critical success factors can have several key performance indicators.

130. Key performance indicators are the metrics a company uses to evaluate progress toward critical success factors. Which of the following represents a key performance indicator?
A. create high-quality products
B. reduce product costs
C. percentage of help desk calls answered in the first minute
D. hire the best business professionals

131. CFSs and KPIs are the two core metrics used within a business to track progress or success. What is the relationship between CSFs and KPIs?
A. CFSs are business strategy elements where KPIs measure the progress of the CFSs.
B. CFSs build the business environment where KPIs explain how to build the CFSs.
C. KPIs are used first where CFSs are applied after.
D. KPIs promote employees on their performance level where CFSs demote employees based on their performance level.

132. Market share measures a firm's external performance relative to that of its competitors. Which of the following represents how a firm measures market share?
A. multiplying the firm's sales by the industries total sales
B. dividing the firm's sales by the total market sales for the entire industry
C. subtracting your competitors' sales from your total sales
D. subtracting the industries' total sales from the firm's total sales

133. Anne Marie Cole runs the sales division for a local auto insurance firm. One of her key duties is to calculate her company's market share. When evaluating the prior year numbers, she found that her firm achieved total sales of $3 million and the entire industry had $30 million in sales. What is Anne Marie's current market share?
A. 1%
B. 10%
C. 18%
D. 20%

134. Anne Marie Cole runs the sales division for a local auto insurance firm. One of her key duties is to ensure the company has 10 percent market share by the end of the year. When evaluating the current sales numbers, she determines that her sales division has total sales of $3 million and the entire industry has total sales of $50 million. What additional sales must Anne Marie's division meet to ensure they have 10 percent of the market by the end of the year?
A. $1 million
B. $2 million
C. $5 million
D. $10 million

135. What type of measurement uses market share as a KPI?
A. fuzzy logic measurement
B. external measurement
C. neural network measurement
D. internal measurement

136. Which of the following represents an internal KPI that indicates the earning power of a project?
A. market share
B. return on intelligent
C. sensitivity analysis
D. return on investment

137. Todd Haitz is the marketing manager for the National Basketball Association. Todd analyzes and tracks his marketing campaigns to determine the best success rate per project for increasing ticket sales. Todd uses an internal KPI to track his marketing campaign success. Which of the following would be an internal KPI Todd would use to track his marketing campaigns?
A. marketing campaign ROI
B. marketing campaign percentage of fans purchasing *Sports Illustrated* magazine
C. marketing campaign advertiser revenue sales
D. marketing campaign market share

138. What are measurements that evaluate results to determine whether a project is meeting its goals?

A. ROI
B. metrics
C. best practices
D. KPI

139. What are the crucial steps companies perform to achieve their goals and objectives and implement their strategies?
A. ROI
B. CSF
C. KPI
D. None of these are correct.

140. What are the quantifiable metrics a company uses to evaluate progress toward critical success factors?
A. ROI
B. CSF
C. KPI
D. None of these are correct.

141. Which of the following is an example of a critical success factor?
A. increase customer satisfaction
B. number of new customers
C. number of new products
D. percentage of employee turnover

142. What could a manager use to measure the success of an MIS project?
A. effectiveness MIS metrics, efficiency MIS metrics
B. effectiveness MIS metrics, expert MIS metrics
C. expert MIS metrics, executive MIS metrics
D. All of these are correct.

143. What type of metrics measure throughput, transaction speed, and system availability?
A. efficiency MIS metrics
B. effectiveness MIS metrics
C. ROI
D. benchmarks

144. What types of metrics measure customer satisfaction?
A. efficiency MIS metrics
B. effectiveness MIS metrics
C. both efficiency and effectiveness MIS metrics
D. both ROI and market share

145. According to Peter Drucker, what are managers who do things right addressing?
A. efficiency
B. effectiveness
C. both efficiency and effectiveness
D. customer satisfaction only

146. Which of the following is a type of effectiveness MIS metric?
A. transaction speed
B. system availability
C. usability
D. throughput

147. A common mistake that many managers tend to make is focusing on only one type of metrics because they are easier to measure. Which type of metrics do they focus on?
A. effectiveness MIS metrics
B. efficiency MIS metrics
C. endurance MIS metrics
D. product sales metrics

148. As a manager for your company some of your responsibilities include measuring metrics and overseeing company strategies. You observe some critical success factors and see large increases in productivity. What would you suspect would be the primary reason for the large increases in productivity?
A. decreases in effectiveness
B. increases in effectiveness
C. increases in executive roles
D. decreases in efficiency

149. Which of the following is a type of efficiency MIS metric?
A. customer satisfaction
B. conversion rates
C. financial transactions
D. web traffic

150. Efficiency MIS metrics focus on the extent to which a firm is using its resources in an optimal way, while effectiveness MIS metrics focus on _____.
A. understanding how successful a firm is at achieving its goals and objectives
B. analyzing if a firm is doing the right things
C. setting the right goals and ensuring they are accomplished
D. All of these are correct.

151. What is the term for the most successful solutions or problem-solving methods that have been developed by a specific organization or industry?
A. ROI
B. metrics
C. best practices
D. KPI

152. What indicates the earning power of a project?
A. ROI
B. metrics
C. best practices
D. KPI

153. Which of the following describes the efficiency MIS metric of throughput?
A. the number of hours a system is available for users
B. the time it takes to respond to user interactions, such as a mouse click
C. the amount of information that can travel through a system at any point in time
D. the ease with which people perform transactions and/or find information

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154. Which of the following tracks the number of customers an organization touches for the first time and persuades to purchase its products or services?
A. customer satisfaction
B. usability
C. conversion rates
D. financial

155. What do usability effectiveness MIS metrics measure?
A. the ease with which people perform transactions and find information
B. the number of customers an organization "touches" for the first time and persuades to purchase its products or services
C. the amount of time a system takes to perform a transaction
D. the number of hours a system is available for users

156. Which term is used to describe the ease with which people perform transactions and/or find information?
A. usability
B. customer satisfaction
C. financial
D. conversion rates

157. What is measured by such benchmarks as satisfaction surveys, percentage of existing customers retained, and increases in revenue dollars per customer?
A. usability
B. customer satisfaction
C. financial
D. conversion rates

158. Which of the following would efficiency MIS metrics measure?
A. response time
B. system availability
C. transaction speed
D. All of these are correct.

159. Which of the following are the four common types of effectiveness MIS metrics?
A. unstructured decisions, customer satisfaction, conversion rates, financial
B. usability, customer service, conversion rates, fiscal year revenue
C. usability, customer satisfaction, conversion rates, financial
D. usability, customer satisfaction, conversion rates, affordability

160. Drew Savage is an MIS manager for an international consulting firm. Drew travels to different European countries where he implements news response tracking systems. Some of the metrics he uses to track the performance of his system include tracking the response time it takes to respond to Twitter posts mentioning the news station, as well as the speed and accuracy of content posted on numerous websites and social media sites. What type of metrics is Drew using to measure his system?
A. customer satisfaction metrics
B. efficiency metrics
C. effectiveness metrics
D. benchmarking metrics

161. What would a company like eBay or Amazon be constantly benchmarking?
A. MIS efficiency

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B. MIS effectiveness
C. MIS efficiency and MIS effectiveness
D. usability metrics only

162. When considering the graph depicting the interrelationships between efficiency and effectiveness, where does an organization ideally want to operate?
A. upper right-hand corner
B. lower right-hand corner
C. upper left-hand corner
D. lower left-hand corner

163. When analyzing the interrelationships between efficiency and effectiveness, where would a company ideally want to operate?
A. with high efficiency
B. the upper right-hand corner of the interrelationship graph
C. with high effectiveness
D. All of these are correct.

164. What is the process of continuously measuring system results, comparing those results to optimal system performance, and identifying steps and procedures to improve system performance?
A. benchmarking
B. bottlenecking
C. consolidation
D. cycle time

165. What can a model accomplish?
A. calculate risks
B. understand uncertainty
C. manipulate time
D. All of these are correct.

166. Which of the following is *not* included as part of a benchmark?
A. Benchmarks help assess how an MIS project performs over time.
B. When measured against MIS projects, benchmarks can provide feedback so managers can control the system.
C. Benchmarks help to establish baseline values the system seeks to attain.
D. All of these are correct.

167. What is a simplified representation or abstraction of reality?
A. model
B. metric
C. redundancy
D. sensitivity analysis

168. What can a manager use a model to do?
A. calculate risk
B. change variables
C. understand uncertainty
D. All of these are correct.

169. What would managers use to make structured decisions at the operational level?
A. transactional information
B. analytical information
C. EIS system

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D. intelligent system

170. Which of the following would create transactional information?
A. projecting future sales growth
B. making an airline reservation
C. a semistructured decision to hire more employees
D. generating payroll reports

171. What encompasses all the information contained within a single business process or unit of work and has a primary purpose of supporting the performance of daily operational or structured decisions?
A. OLTP
B. OLAP
C. analytical information
D. transactional information

172. What is the manipulation of information to create business intelligence in support of strategic decision making?
A. OLTP
B. OLAP
C. TPS
D. DSS

173. What models information and provides assistance in evaluating and choosing among different courses of action?
A. OLTP
B. OLAP
C. TPS
D. DSS

174. What captures transaction and event information using technology to (1) process the information according to defined business rules, (2) store the information, and (3) update existing information to reflect the new information?
A. OLTP
B. OLAP
C. TPS
D. DSS

175. What is the basic business system that serves the operational level and assists in making structured decisions?
A. OLTP
B. OLAP
C. TPS
D. DSS

176. What encompasses all organizational information and has a primary purpose of supporting the performance of managerial analysis or semistructured decisions?
A. OLTP
B. OLAP
C. analytical information
D. transactional information

177. Which of the following is an incorrect enterprise view of information technology?
A. Processes are analytical for executives and transactional for analysts.

B. Granularity is coarse for executives and fine for analysts.
C. Processing is OLTP for executives and OLAP for analysts.
D. None of these are correct.

178. Which of the following is a *not* a type of organizational information system?
A. executive information system
B. decisions support system
C. analysis processing system
D. transactional processing system

179. What are the three primary types of management information systems available to support decision making across the company levels?
A. transaction processing systems, decision support systems, executive information systems
B. analytical information, decision support systems, executive information systems
C. transaction processing systems, drill-down systems, expert systems
D. what-if analysis, sensitivity analysis, goal-seeking analysis

180. A transaction processing system (TPS) is the basic business system that assists operational level analysts when making structured decisions. Which of the following is *not* an example of a TPS?
A. Target's internal company payroll system
B. Comfort Dental patient diagnosis system
C. First Bank's overall accounting system
D. Stewart Sport's order entry system

181. Online transaction processing (OLTP) is the capturing of transaction and event information using technology to _____.
A. update existing information to reflect the new information
B. store the information
C. process the information according to defined business rules
D. All of these are correct.

182. Which of the following does *not* represent an example of analytical information?
A. trends and product statistics
B. unstructured long-term decisions
C. five-year sales report
D. future growth projections

183. What is the MIS system that manipulates information to create business intelligence in support of strategic decision making?
A. online transaction processing (OLTP)
B. online analytical processing (OLAP)
C. digital dashboard
D. visualization

184. When viewing systems thinking, source documents are the original transaction records. What would the source documents for a medical doctor's payroll system include?
A. employee time sheets
B. employee benefit reports
C. employee wage rates
D. All of these are correct.

185. Decision support systems model information using OLAP, which provides assistance in evaluating and choosing among different courses of action. Which of the following does *not* represent an example of a DSS in business?
A. an insurance company using a system to gauge risk of providing insurance to drivers who have imperfect driving records
B. a medical doctor may enter symptoms into a system to aid her in diagnosing and treating patients
C. a manufacturing digital dashboard showing visualizations of inventory and production
D. a dentist entering symptoms into a system to help diagnose and treat patients

186. What is the flow that a systems thinking approach using a TPS would follow?
A. Streamlining (Input) - CRUD, Calculate (Process) - Reports (Output).
B. Source Documents (Input) - Optimization Analysis (Process) - (Feedback) - (Output).
C. Source Documents (Input) - CRUD, Calculate (Process) - Reports (Output) - (Feedback).
D. Selling Documents (Input) - Cycle Time (Process) - Reports (Output) - (Feedback).

187. Which of the following is considered an input in the systems thinking example of a TPS?
A. CRUD
B. calculate
C. report
D. source document

188. Which of the following is considered part of the process in the systems thinking example of a TPS?
A. source document
B. calculate
C. report
D. All of these are correct.

189. Which of the following is considered the output in the systems thinking example of a TPS?
A. CRUD
B. calculate
C. reports
D. source document

190. Which of the following represents the top-down (executives to analysts) organizational levels of information technology systems?
A. TPS, DSS, EIS
B. DSS, TPS, EIS
C. EIS, DSS, TPS
D. None of these are correct; it varies from organization to organization.

191. Which of the following represent the four main DSS analysis techniques outlined in the chapter?
A. what-if analysis, sensitivity analysis, goal-seeking analysis, optimization analysis
B. workflow analysis, sensitivity analysis, growth analysis, organizational analysis

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C. what-if analysis, structured analysis, goal-seeking analysis, optimization analysis
D. what-if analysis, sensitivity analysis, growth analysis, organizational analysis

192. Tom Jordan is a manager for a McDonald's restaurant. Many of his key responsibilities include analyzing data and making key decisions for the success of his store. Tom's store has been experiencing decreased sales for breakfast services over the past 3 months. Tom is unsure why breakfast revenues are down while lunch and dinner revenues remain unchanged. Tom believes that he can drive revenue up by implementing a few different breakfast promotions, such as free coffee or hash browns with the purchase of a meal. Tom performs an extensive analysis of how continuous changes in breakfast promotions could impact his daily revenue. What type of DSS analysis is Tom performing?
A. optimization analysis
B. sensitivity analysis
C. transaction analysis
D. goal-seeking analysis

193. What is the DSS analysis that checks the impact of a change in a variable or assumption on the model?
A. optimization analysis
B. goal-seeking analysis
C. sensitivity analysis
D. what-if analysis

194. What refers to the level of detail in the model or the decision-making process?
A. granularity
B. visualization
C. digital dashboard
D. All of these are correct.

195. What produces graphical displays of patterns and complex relationships in large amounts of data?
A. granularity
B. visualization
C. digital dashboard
D. All of these are correct.

196. What tracks KPIs and CSFs by compiling information from multiple sources and tailoring it to meet user needs?
A. granularity
B. visualization
C. digital dashboard
D. All of these are correct.

197. Which of the following is considered the input in the systems thinking example of a DSS?
A. TPS
B. what-if
C. optimization
D. forecasts

198. Which of the following is considered the process in the systems thinking example of a DSS?
A. TPS

B. optimization
C. forecasts
D. simulation

199. Which of the following is considered the output in the systems thinking example of a DSS?
A. TPS
B. optimization
C. goal seeking
D. forecasts

200. Which of the following is correct in terms of granularity?
A. refers to the level of detail in the model
B. the greater the granularity, the deeper the level of detail of the data
C. the greater the granularity, the deeper the level of fineness of the data
D. All of these are correct.

201. Which of the following is a potential feature of a digital dashboard?
A. a hot list of KPIs refreshed every 15 minutes
B. a running line graph of planned versus actual production for the past 24 hours
C. a graph of stock market prices
D. All of these are correct.

202. What is consolidation?
A. involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B. the ability to look at information from different perspectives
C. enables users to get details, and details of details, of information
D. finds the inputs necessary to achieve a goal, such as a desired level of output

203. What is pivot?
A. involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B. rotates data to display alternative presentations of the data
C. enables users to get details, and details of details, of information
D. finds the inputs necessary to achieve a goal such as a desired level of output

204. What is drill-down capability?
A. involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B. the ability to look at information from different perspectives
C. enables users to get details, and details of details, of information
D. finds the inputs necessary to achieve a goal such as a desired level of output

205. What is slice-and-dice capability?
A. involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B. the ability to look at information from different perspectives
C. enables users to get details, and details of details, of information
D. finds the inputs necessary to achieve a goal such as a desired level of output

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206. What compiles information from multiple sources and tailors it to meet user needs?
A. drill-down
B. sensitivity analysis
C. what-if analysis
D. digital dashboard

207. What rotates data to display alternative presentations of the data?
A. drill-down
B. sensitivity analysis
C. what-if analysis
D. pivot

208. Online transaction processing (OLTP) and online analytical processing (OLAP) are similar MIS strategies used to help with business decision making. What is the primary difference between OLTP and OLAP?
A. OLTP is used at the operational level; OLAP is used at the managerial level
B. OLTP is used to capture transactional and event data; OLAP is used to manipulate information
C. OLTP is used to support structured decisions; OLAP is used to support semistructured decisions
D. All of these are correct.

209. An optimization analysis finds the optimum value for a target variable by repeatedly changing other variables, subject to specified constraints. What can a manager determine by changing revenue and cost variables in an optimization analysis?
A. calculate the highest potential profits
B. calculate employee benefit payments
C. use this as an extension for a digital dashboard
D. create production schedules

210. What is the analysis that works in reverse to what-if and sensitivity analysis by finding the inputs necessary to achieve a goal, such as a desired level of output?
A. solutions-based analysis
B. optimization system
C. goal-seeking analysis
D. revenue analysis

211. Decision making at the executive or strategic level requires business intelligence and knowledge to support the uncertainty and complexity of the business. What is a specialized DSS that supports senior-level executives and unstructured decisions requiring judgment, evaluation, and insight?
A. OLTP
B. Executive Information System (EIS)
C. Transaction Support System (TSS)
D. Decision Support System (DSS)

212. Executives of a company deal less with details of the operational activities and more with the higher meaningful aggregations of information, or "coarser" information. What refers to the level of detail in the model?
A. drill-down
B. visualization

C. granularity
D. consolidation

213. How does a DSS typically differ from an EIS?
A. EIS requires data from external sources to support unstructured decisions; DSS typically use internal sources to support semistructured decisions.
B. DSS typically use external sources, and EIS use internal sources to support decisions.
C. DSS never use external sources.
D. EIS always use internal sources to support structured decisions.

214. What is a graphical display of patterns and complex relationships in large amounts of data?
A. visualization
B. model
C. table
D. digital spreadsheet

215. What is a common tool used to support visualizations and that tracks KPIs and CSFs by compiling information from multiple sources?
A. models
B. digital dashboards
C. neural networks
D. verified graphs

216. Artificial intelligence stimulates human thinking and behavior, such as the ability to reason and learn. What is the ultimate goal of AI?
A. to build an intelligent system
B. to build an intelligent agent
C. to build a system that can mimic human intelligence
D. to build a system that can mimic an expert agent

217. What types of business decisions would an EIS use AI for?
A. semistructured decisions
B. multistructured decisions
C. structured decisions
D. unstructured decisions

218. Which of the following business ideas is *not* using AI?
A. Best Buy implements a software system that will determine how many customers are needed to increase gross profits to $5 million.
B. McDonald's unveils a robot that cleans and tidies the restaurant, while also asking guests if it can take their trays to the trash.
C. Starbucks creates a system that works like a hand and lifts and moves the mixing pots for the coffees to and from the coffee machines to the counters.
D. Golf courses create an automated golf cart that can offer swing suggestions, club suggestions, and even navigate the course for the driver.

219. Which of the following is an example of an intelligent system?
A. the firefighter robot that can extinguish flames at chemical plants
B. Shell Oil's Smart Pump robot that pumps gas for the customer
C. a robot that cleans and sweeps at a local airport
D. All of these are correct.

220. Which of the following does *not* represent a category of AI?

A. genetic algorithms
B. neural networks
C. expert systems
D. consolidation

221. Which of the following is offered by a digital dashboard?
A. consolidation
B. drill-down
C. slice-and-dice
D. All of these are correct.

222. Which of the following would *not* be found in a digital dashboard for a manufacturing team?
A. a graph of stock market prices
B. a running line graph of planned versus actual production for the past 24 hours
C. an excel spreadsheet with cost analysis data
D. a hot list of key performance indicators, refreshed every 15 minutes

223. As the product manager for the eatery division at Whole Foods, Jerry is responsible for analyzing sales data to help him manage his team. Today Jerry is analyzing his data using many different perspectives to identify different ways to improve his division. Which of the following common digital dashboard capabilities is Jerry using to analyze his department's success?
A. slice-and-dice
B. pivot
C. drill-down
D. consolidation

224. As the product manager for the eatery division at Whole Foods, Jerry is responsible for analyzing sales data to help him manage his team. Today Jerry is analyzing his data using aggregation techniques allowing him to see simple roll-ups to complex groupings of interrelated information. Which of the following common digital dashboard capabilities is Jerry using to analyze his department's success?
A. slice-and-dice
B. pivot
C. drill-down
D. consolidation

225. As the product manager for the eatery division at Whole Foods, Jerry is responsible for analyzing sales data to help him manage his team. Today Jerry is analyzing his data by looking at details, and details of details, of information. Which of the following common digital dashboard capabilities is Jerry using to analyze his department's success?
A. slice-and-dice
B. pivot
C. drill-down
D. consolidation

226. Van Lines Inc. is a large corporation operating in all 50 states. Jim Poulos is the regional manager overseeing the western division, which includes Utah, Colorado, Idaho, Montana, Wyoming, and Nevada. Jim receives data from his managers in each state which he loads into his digital dashboard for analysis of his entire western division. What digital dashboard capability is Jim primarily using?
A. drill-down

B. slice-and-dice
C. intelligent system
D. consolidation

227. Which of the following is the most commonly used form of AI in the business arena?
A. intelligent system
B. artificial intelligence
C. expert system
D. neural network

228. What is a system that uses computerized advisory programs to imitate the reasoning processes of experts in solving difficult problems?
A. expert system
B. virtual reality
C. neural network
D. genetic algorithm

229. Which category of AI is used extensively in the finance industry to analyze situations where the logic or rules are unknown?
A. expert system
B. virtual reality
C. neural network
D. genetic algorithm

230. Which of the following is *not* a feature of a neural network?
A. Neural networks can cope with huge volumes of information with many variables.
B. Neural networks can function without complete or well-structured information.
C. Neural networks can analyze linear relationships only.
D. Neural networks can learn and adjust to new circumstances on their own.

231. What is the mathematical method of handling imprecise or subjective information?
A. fuzzy logic
B. virtual reality
C. expert system
D. genetic algorithm

232. What is a category of AI that attempts to emulate the way the human brain works?
A. intelligent system
B. artificial intelligence
C. expert systems
D. neural network

233. Which industry has been relying on neural network technology for over two decades?
A. food service
B. hotels
C. finance
D. healthcare

234. Which type of AI system assigns values of 0 and 1 to vague or ambiguous information?
A. genetic algorithms

B. artificial intelligence
C. fuzzy logic
D. intelligent agents

235. What is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.
A. augmented reality
B. mutation
C. fuzzy logic
D. shopping bot

236. What is an optimizing system that can find and evaluate solutions with many more possibilities, faster and more thoroughly than a human?
A. genetic algorithm
B. expert system
C. intelligent agent
D. virtual reality

237. What is software that will search several retailer websites and provide a comparison of each retailer's offerings, including prices and availability?
A. augmented reality
B. mutation
C. fuzzy logic
D. shopping bot

238. What is a special-purpose knowledge-based information system that accomplishes specific tasks on behalf of its users?
A. intelligent system
B. artificial intelligence
C. neural network
D. intelligent agent

239. What do cargo transport systems, book distribution centers, the video game market, a flu epidemic, and an ant colony have in common?
A. They are all expert systems.
B. They are all genetic algorithm systems.
C. They are all neural network systems.
D. They are all complex adaptive systems.

240. Sears department stores used to plant employees in competitors' stores to perform research and analysis. Recently the company implemented a system that can search competitor websites and provide comparisons of price, promotions, and availability and the system is saving time, money, and resources. What type of system did Sears implement?
A. shopping algorithm
B. shopping network
C. shopping logic
D. shopping bot

241. What is the process of learning from ecosystems and adapting their characteristics to human and organization situations?
A. data collection
B. artificial intelligence
C. biomimicry
D. intelligent system

242. Which of the following offers an example of an intelligent agent that uses a multi-agent system?
A. a cargo transport system
B. book distribution center
C. a flu epidemic
D. All of these are correct.

243. Which of the following is a special-purpose knowledge-based information system that accomplishes specific tasks on behalf of its users?
A. intelligent agent
B. executive agent
C. expert agent
D. modeling system

244. What is the term for viewing of the physical world with computer-generated layers of information added to it?
A. augmented reality
B. Google Glass
C. haptic interface
D. virtual reality

245. What is a wearable computer with an optical head-mounted display (OHMD)?
A. augmented reality
B. Google Glass
C. haptic interface
D. virtual reality

246. What uses technology allowing humans to interact with a computer through bodily sensations and movements—for example, a cell phone vibrating in your pocket?
A. augmented reality
B. Google Glass
C. haptic interface
D. virtual reality

247. What is augmented reality?
A. the viewing of the physical world with computer-generated layers of information added to it
B. a wearable computer with an optical head-mounted display (OHMD)
C. uses technology allowing humans to interact with a computer through bodily sensations and movements
D. a work environment that is not located in any one physical space

248. What is Google Glass?
A. the viewing of the physical world with computer-generated layers of information added to it
B. a wearable computer with an optical head-mounted display (OHMD)
C. uses technology allowing humans to interact with a computer through bodily sensations and movements
D. a work environment that is not located in any one physical space

249. What is a haptic interface?
A. the viewing of the physical world with computer-generated layers of information added to it
B. a wearable computer with an optical head-mounted display (OHMD)

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C. uses technology allowing humans to interact with a computer through bodily sensations and movements
D. a work environment that is not located in any one physical space

250. What is a virtual workplace?
A. the viewing of the physical world with computer-generated layers of information added to it
B. a wearable computer with an optical head-mounted display (OHMD)
C. uses technology allowing humans to interact with a computer through bodily sensations and movements
D. a work environment that is not located in any one physical space

251. Bob Silver loves playing a game called World of Warcraft where he has the capability to create his own character and even his own life-like environment. Into which AI system would you categorize World of Warcraft?
A. multi-agent system
B. expert system
C. virtual reality
D. fuzzy logic system

252. What is the viewing of the physical world with computer-generated layers of information added to it?
A. virtual reality
B. augmented reality
C. virtual workforce
D. All of these are correct.

253. What is the term for a computer-simulated environment that can be a simulation of the real world or an imaginary world?
A. virtual reality
B. augmented reality
C. virtual workforce
D. All of these are correct.

254. Which business process would you find in the marketing and sales division?
A. manufacturing inventory
B. enrolling employees in health care benefits
C. promoting of discounts
D. creating financial statements

255. Which of the following departments is primarily responsible for promoting discounts, attracting customers, and communicating marketing campaigns?
A. Accounting and Finance
B. Marketing and Sales
C. Operations Management
D. Human Resources

256. Which of the following represents a business process you would find in the operations management department?
A. ordering inventory
B. processing sales
C. promoting discounts
D. paying of accounts payable

257. Which of the below represents business processes you would find in the human resources department?

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A. Hiring employees
B. Enrolling employees in benefit plans
C. Tracking vacation and sick time
D. All of these are correct.

258. What is the difference between customer-facing processes and business-facing processes?
A. Business-facing processes are front-office processes, customer-facing processes are back-office processes.
B. Customer-facing processes are front-office processes, business-facing processes are back-office processes.
C. Customer-facing processes are back-office processes, and industry-specific customer-facing processes are back-office processes.
D. Customer-facing processes are back-office processes, and industry-specific customer-facing processes are front-office processes.

259. Which of the following is a customer-facing process?
A. communicating with customers
B. strategic goal setting
C. providing performance feedback and rewards
D. purchasing raw materials

260. Which of the following represents a business-facing process?
A. loan processing
B. order processing
C. strategic planning
D. customer billing

261. Most business processes are cross-functional or cross-departmental processes that span the entire organization. Which of the following does *not* represent a cross-functional business process?
A. order-to-delivery process
B. loan processing
C. taking a product from concept to market
D. processing payroll

262. The accounting and finance department performs processes such as creating financial statements, paying accounts payables, and collecting accounts receivables. What form of processes do these represent?
A. customer-facing processes
B. business-facing processes
C. industry-specific customer facing processes
D. All of these are correct.

263. Which of the following processes focuses on the entire customer order process and operates across functional departments?
A. order to delivery process
B. customer billing process
C. customer loan process
D. All of these are correct.

264. Which processes would be found in the operations management department?
A. creating production schedules
B. communicating marketing campaigns
C. hiring employees
D. processing sales

265. What form of processes include loan processing for a bank, claims processing for an insurance company, reservation processing for a hotel, and baggage handling for an airline?
A. customer-facing processes
B. business-facing processes
C. industry-specific customer-facing processes
D. All of these are correct.

266. What type of process includes order processing, customer service processing, sales processing, customer billing processing, and order shipping processing?
A. customer-facing processes
B. business-facing processes
C. industry-specific customer facing processes
D. All of these are correct.

267. When considering the 5 steps of the order-to-delivery business process, creating campaigns and checking inventory are included in which step?
A. Step 4 – Sales
B. Step 1 – Marketing
C. Step 3 – Operations management
D. Step 2 – Customer service

268. When considering the 5 steps of the order-to-delivery business process, supporting sales are included in which step?
A. Step 2 – Sales
B. Step 1 – Marketing
C. Step 3 – Operations management
D. Step 5 – Customer service

269. When considering the 5 steps of the order-to-delivery business process, manufacturing goods are included in which step?
A. Step 2 – Sales
B. Step 1 – Marketing
C. Step 3 – Operations management
D. Step 5 – Customer service

270. When considering the 5 steps of the order-to-delivery business process, which step includes places orders, notifies production, and checks credit?
A. Step 2 – Sales
B. Step 1 – Marketing
C. Step 3 – Operations management
D. Step 5 – Customer service

271. What uses a systematic approach in an attempt to improve business effectiveness and efficiency continuously?
A. static process
B. dynamic process
C. sales process
D. customer service process

272. What is continuously changing and provides business solutions to ever-changing business operations?
A. static process
B. dynamic process
C. sales process

D. customer service process

273. Managers constantly attempt to optimize _____.
A. static processes
B. dynamic processes
C. sales processes
D. customer service processes

274. Which of the following is an example of static processes?
A. running payroll
B. calculating taxes
C. creating financial statements
D. All of these are correct.

275. Which of the following is an example of dynamic processes?
A. employee layoffs
B. order level changes based on currency rates
C. canceling business travel due to extreme weather
D. All of these are correct.

276. Which of the following is an example of dynamic processes?
A. running payroll
B. calculating taxes
C. creating financial statements
D. employee layoffs

277. Which of the following is an example of static processes?
A. employee layoffs
B. order level changes based on currency rates
C. canceling business travel due to extreme weather
D. creating financial statements

278. As the business and its strategies change, so do the _____ processes.
A. static
B. dynamic
C. sales
D. customer service

279. Jessica Ulta works as an employee for City Service Credit Union and is responsible for consulting on loans, talking clients through the loan process, and providing loans to members. What type of processes does Jessica primarily work with?
A. business-facing processes
B. industry-specific customer-facing processes
C. customer-facing process
D. industry-specific business-facing processes

280. Sarah Schin was recently hired by Bank West as the Global Director of Human Resources. Her job duties include determining employment policies as well as overseeing all hiring, firing, and training of employees. What type of processes does Sarah's new job demonstrate?
A. business-facing processes
B. industry-specific customer facing processes
C. customer-facing processes
D. industry-specific business-facing processes

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281. Business process modeling, or mapping is the activity of creating a detailed flowchart or process map of a work process that shows its inputs, tasks, and activities in a(n) _____ sequence.
A. unstructured
B. semistructured
C. structured
D. unilateral

282. What is a graphical notation that depicts the steps in a business process?
A. business process model nation
B. business practice model notation
C. business process model notation
D. business practice management notes

283. What displays the path in which the process flows?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

284. What is a task in a business process?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

285. What is a model that represents the current state of the operation without any specific improvements or changes to existing processes?
A. As-Is process models
B. To-Be process models
C. competitive business process models
D. workflow model

286. What is the business process model that ensures the process is fully and clearly understood before the details of a process solution are decided upon?
A. As-Is process model
B. business process reengineering model
C. customer facing process
D. To-Be process model

287. What is the difference between the As-Is process model and the To-Be process model?
A. The As-Is process model begins with what the process problem is, and the To-Be process model displays how the problem will be solved.
B. The process models are not related.
C. Both process models determine when to solve the problem.
D. The As-Is process model begins with where to implement the solution, and the To-Be process model displays why the problem needs to be fixed.

288. What is the primary goal of the As-Is process model?
A. to outline the process elements for the To-Be process
B. to create process choices for the As-Is process
C. to simplify, eliminate, and improve the To-Be process
D. to analyze the To-Be process elements

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289. The local florist in town is Cheryl Steffan who has been in business for over 20 years. Recently, Cheryl has noticed several complaints about delivery errors. Cheryl decides to investigate the errors in her business delivery process and finds that most of the inaccuracies occur during order taking. Cheryl decides to implement an electronic ordering system to help improve order efficiency and effectiveness. What method did Cheryl follow to solve her delivery issues?
A. modeled the As-Is process, fixed the errors, and then created the To-Be process
B. modeled the To-Be process, fixed the errors, and then created the As-Is process
C. moved directly to implementing the To-Be process without analyzing the As-Is process
D. moved directly to implementing the As-Is process without analyzing the To-Be process

290. What is the primary goal of using As-Is and To-Be process models?
A. to determine employee specific errors
B. to determine measurement metrics
C. to determine the best way to solve a proble
D. to determine what the problem is and then how to solve the problem

291. What is anything that happens during the course of a business process?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

292. What is used to control the flow of a process?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

293. What is represented by a circle in a business process model?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

294. What is represented by a rounded-corner rectangle in a business process model?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

295. What is represented by a diamond shape in a business process model?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

296. What is represented by arrows in a business process model?
A. BPMN event
B. BPMN activity
C. BPMN flow

D. BPMN gateway

297. Which of the below examples indicates when the time is right to initiate a business process change?
A. The market being served makes a distinctive shift.
B. The company is below industry benchmarks on its core processes.
C. The company strategically passes or leapfrogs the competition on key decisions to regain competitive advantage.
D. All of these are correct.

298. What is a workflow control system?
A. monitors processes to ensure tasks, activities, and responsibilities are executed as specified
B. includes the tasks, activities, and responsibilities required to execute each step in a business process
C. attempts to understand and measure the current process and make performance improvements accordingly
D. All of these are correct.

299. What includes the tasks, activities, and responsibilities required to execute each step in a business process?
A. workflow
B. swim lane
C. automation
D. streamlining

300. What is the process of computerizing manual tasks, making them more efficient and effective and dramatically lowering operational costs?
A. workflow
B. swim lane
C. automation
D. streamlining

301. Transaction processing systems are primarily used to automate business processes. Automation increases efficiency and effectiveness while reducing head count, which in turn reduces the overall operational _____.
A. costs
B. systems
C. revenues
D. intelligence

302. Review the following list of key terms and determine which one typically occurs during operational business process improvement.
A. automation
B. streamlining
C. reengineering
D. improvement

303. What are operational business processes?
A. dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements
C. static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes
D. None of these are correct.

304. What are static, routine, daily business processes, such as stocking inventory, checking out customers, or daily opening and closing processes?
A. operational business processes
B. managerial business processes
C. strategic business processes
D. success business processes

305. Changing business processes with MIS outlines how to improve the three levels of business processes: operational, managerial, and strategic. From operational to strategic, what are the three major improvement strategies that the author describes?
A. automation – streamlining – reengineering
B. artificial intelligence – streamlining – reengineering
C. automation – workflow – reinvention
D. automation – consolidating – restructuring

306. Which process attempts to understand and measure the current process and make improvements?
A. business process mapping
B. business process reengineering
C. business process improvement
D. business process model

307. Review the following list of key terms and determine which one typically occurs during managerial business process improvement.
A. automation
B. streamlining
C. reengineering
D. improvement

308. Several factors can accelerate the need for a company to make business improvement processes. What is the most obvious factor?
A. market shifts
B. technology
C. discoveries
D. bottlenecking

309. What improves managerial level business processes?
A. performance measures
B. bottlenecks
C. redundancy
D. streamlining

310. What improves business process efficiencies by simplifying or eliminating unnecessary steps?
A. workflow
B. swim lane
C. automation
D. streamlining

311. What occurs when resources reach full capacity and cannot handle any additional demands limiting throughput and impeding operations?
A. bottlenecks
B. redundancy
C. automation
D. streamlining

312. What occurs when a task or activity is unnecessarily repeated?
A. bottlenecks
B. redundancy
C. automation
D. streamlining

313. Automating a business process that contains _____ or _____ will magnify or amplify these problems if they are not corrected first.
A. bottlenecks; regulations
B. redundancies; regulations
C. bottlenecks; redundancies
D. redundancies; swim lanes

314. What are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements?
A. Operational business processes.
B. Managerial business processes.
C. Strategic business processes.
D. Success business processes.

315. What are managerial business processes?
A. dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements
C. static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes
D. None of these are correct.

316. What are strategic business processes?
A. dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements
C. static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes
D. None of these are correct.

317. Review the following list of key terms and determine which one typically occurs during strategic business process improvement.
A. automation
B. streamlining
C. reengineering
D. improvement

318. What are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions?
A. Operational business processes.
B. Managerial business processes.
C. Strategic business processes.
D. Success business processes.

319. Fedex is a great example of a company that created a competitive advantage through combining MIS and _____.
A. traditional distribution and logistics processes
B. logistic processes and an As-Is process model
C. artificial intelligence and As-Is process model

D. swim lanes and logistic processes

320. What is the analysis and redesign of workflow within and between enterprises?
A. critical success factors (CSFs)
B. benchmarking metrics
C. business process reengineering (BPR)
D. decision support interfaces (DSI)

321. What does BPR assume about the current process in the extreme?
A. current process is irrelevant
B. current process is broken
C. current process must be overhauled from scratch
D. All of these are correct.

322. Which represents the four main steps in the business process reengineering?
A. set project problem, study competition, create new products, and implement solution
B. set project scope, study competition, create new products, and implement solution
C. set project scope, study competition, create new processes, and implement solution
D. study competition, set project scope, create new processes, and implement solutions

323. Which of the following explains why a company would implement a BPR strategy?
A. to encourage competition
B. to decrease customers
C. to create value for the customer
D. all of these are correct.

324. Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.

325. Define critical success factors (CSFs) and key performance indicators (KPIs), and explain how managers use them to measure the success of MIS projects.

326. Classify the different operational support systems, managerial support systems, and strategic support systems, and explain how managers can use these systems to make decisions and gain competitive advantages.

327. Describe artificial intelligence, and identify its five main types.

328. Explain the value of business processes for a company, and differentiate between customer-facing and business-facing process.

329. Demonstrate the value of business process modeling, and compare As-Is and To-Be models.

330. Differentiate among business process improvements, streamlining, and reengineering.

Chapter 02 Test Bank Key

1. One of the most important and challenging questions confronting managers today is how to lay the foundation for tomorrow's success while competing to win in today's business environment.
TRUE
Feedback: The most important and most challenging questions confronting managers today is how to lay the foundation for tomorrow's success while competing to win in today's business environment.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

2. Analytics is the science of fact-based decision making.
TRUE
Feedback: Analytics is the science of fact-based decision making.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

3. At the operational level, employees are continuously evaluating company operations to hone the firm's abilities to identify, adapt to, and leverage change.
FALSE
Feedback: At the managerial level, employees are continuously evaluating company operations to hone the firm's abilities to identify, adapt to, and leverage change.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

4. At the operational level, employees develop, control, and maintain core business activities required to run the day-to-day operations.
TRUE
Feedback: At the operational level employees are develop, control, and maintain core business activities required to run the day-to-day operations.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

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5. Operational decisions are considered structured decisions.
TRUE
Feedback: Operational decisions are considered structured decisions.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

6. Asking how many employees are out sick is a type of operational question.
TRUE
Feedback: Asking how many employees are out sick is a type of operational question.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

7. The structure of a typical organization is similar to a pyramid, with different levels that require one consistent type of information to assist with all managerial decision making.
FALSE
Feedback: The structure of a typical organization is similar to a pyramid, with different levels that require different types of information to assist decision making, problem solving, and opportunity capturing.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

8. Operational decisions, or semistructured decisions, arise in situations where established processes offer potential solutions.
FALSE
Feedback: Operational decisions are considered structured decisions not semistructured decision, which arise in situations where established processes offer potential solutions.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

9. At the strategic decision-making level, employees develop, control, and maintain core business activities.
FALSE

Feedback: At the operational decision-making level, employees develop, control, and maintain core business activities required to run the day-to-day operations.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

10. Unstructured decisions occur in situations in which no procedures or rules exist to guide decision makers towards the correct choice.
TRUE
Feedback: Unstructured decisions occur in situations in which no procedures or rules exist to guide decision makers toward the correct choice.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

11. Strategic decisions are highly structured decisions.
FALSE
Feedback: Strategic decisions are highly unstructured decisions.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

12. Key performance indicators can focus on external and internal measurements.
TRUE
Feedback: Key performance indicators (KPIs) can focus on external and internal measurements.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

13. The proportion of the market that a firm captures is called market share.
TRUE
Feedback: The proportion of the market that a firm captures is called market share.

Difficulty: 1 Easy
Blooms: Remember

Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

14. A project is a temporary activity a company undertakes to create a unique product, service, or result.
TRUE
Feedback: A project is a temporary activity a company undertakes to create a unique product, service, or result.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

15. Metrics are temporary activities a company undertakes to create a unique product, service, or result.
FALSE
Feedback: A project is a temporary activity a company undertakes to create a unique product, service, or result.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

16. Metrics are measurements that evaluate results to determine whether a project is meeting its goals.
TRUE
Feedback: Metrics are measurements that evaluate results to determine whether a project is meeting its goals.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

17. Return on investment indicates the earning power of a project.
TRUE
Feedback: Return on investment indicates the earning power of a project.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

18. Effectiveness MIS metrics include throughput, transaction speed, and system availability.

FALSE
Feedback: Efficiency MIS metrics include throughput, speed, and availability.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

19. Measuring the amount of website traffic is the best way to determine an organization's success.
FALSE
Feedback: A large amount of website traffic does not indicate large revenues or website success.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

20. Efficiency MIS metrics include throughput, speed, and availability.
TRUE
Feedback: Efficiency MIS metrics include throughput, speed, and availability.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

21. Effectiveness MIS metrics measure the impact MIS has on business processes and activities, including customer satisfaction and customer conversion rates.
TRUE
Feedback: Effectiveness MIS metrics measure the impact MIS has on business processes and activities, including customer satisfaction and customer conversion rates.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

22. Efficiency MIS metrics measure the impact MIS has on business processes and activities, including customer satisfaction and customer conversion rates.
FALSE
Feedback: Effectiveness MIS metrics measure the impact MIS has on business processes and activities, including customer satisfaction and customer conversion rates.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

23. Best practices are the most successful solutions or problem-solving methods that have been developed by a specific organization or industry.
TRUE
Feedback: Best practices are the most successful solutions or problem-solving methods that have been developed by a specific organization or industry.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

24. MIS support systems rely on models for computational and analytical routines that mathematically express relationships among variables.
TRUE
Feedback: MIS support systems rely on models for computational and analytical routines that mathematically express relationships among variables.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

25. Benchmarks are baseline values the system seeks to attain.
TRUE
Feedback: Benchmarks are baseline values the system seeks to attain.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

26. A model is a simplified representation or abstraction of reality.
TRUE
Feedback: A model is a simplified representation or abstraction of reality.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and

explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

27. Managers use transactional information when making structured decisions at the operational level.
TRUE
Feedback: Managers use transactional information when making structured decisions at the operational level.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

28. Streamlining information encompasses all of the information contained within a single business process or unit of work, and its primary purpose is to support the performing of daily operational or structured decisions.
FALSE
Feedback: Transactional information encompasses all of the information contained within a single business process or unit of work, and its primary purpose is to support the performing of daily operational or structured decisions.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

29. The manipulation of information to create business intelligence in support of strategic decision making is referred to as OLTP or online transaction processing.
FALSE
Feedback: The manipulation of information to create business intelligence in support of strategic decision making is online analytical processing (OLAP).
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

30. Source documents are simplified representation or abstraction of reality.
FALSE
Feedback: A model is a simplified representation or abstraction of reality.
Difficulty: 1 Easy

Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

31. Source documents are the original transaction records.
TRUE
Feedback: Source documents are the original transaction records.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

32. Sensitivity analysis, what-if analysis, optimization analysis, and market basket analysis are the common DSS analysis techniques.
FALSE
Feedback: Sensitivity analysis, what-if analysis, optimization analysis, and goal-seeking analysis are the common DSS analysis techniques.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

33. Granularity refers to the level of detail in the model or the decision-making process.
TRUE
Feedback: Granularity refers to the level of detail in the model or the decision-making process.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

34. Visualization produces graphical displays of patterns and complex relationships in large amounts of data.
TRUE
Feedback: Visualization produces graphical displays of patterns and complex relationships in large amounts of data.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and

explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

35. A digital dashboard produces graphical displays of patterns and complex relationships in large amounts of data.
FALSE
Feedback: Visualization produces graphical displays of patterns and complex relationships in large amounts of data.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

36. Intelligent systems are various commercial applications of artificial intelligence.
TRUE
Feedback: Intelligent systems are various commercial applications of artificial intelligence.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

37. A pivot rotates data to display alternative presentations of the data.
TRUE
Feedback: A pivot rotates data to display alternative presentations of the data.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

38. A consolidation rotates data to display alternative presentations of the data.
FALSE
Feedback: A pivot rotates data to display alternative presentations of the data.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

39. Digital dashboards offer consolidation, drill-down, and slice-and-dice capabilities.
TRUE
Feedback: Digital dashboards offer consolidation, drill-down, and slice-and-dice capabilities.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

40. A neural network is a category of efficiency metrics that attempts to measure the way the human brain works.
FALSE
Feedback: A neural network is a category of artificial Intelligence that attempts to emulate the way the human brain works.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

41. Investment companies use genetic effectiveness metrics to help in trading decisions.
FALSE
Feedback: Investment companies use genetic algorithms to help in trading decisions.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

42. Fuzzy logic is a mathematical method of handling imprecise or subjective information.
TRUE
Feedback: Fuzzy logic is a mathematical method of handling imprecise or subjective information.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

43. Fuzzy logic is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.
FALSE
Feedback: Mutation is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.
Difficulty: 1 Easy

Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

44. Neural networks use technology allowing humans to interact with a computer through bodily sensations and movements—for example, a cell phone vibrating in your pocket.
FALSE
Feedback: A haptic interface uses technology allowing humans to interact with a computer through bodily sensations and movements—for example, a cell phone vibrating in your pocket. A haptic interface is primarily implemented and applied in virtual reality environments and is used in virtual workplaces to enable employees to shake hands, demonstrate products, and collaborate on projects.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

45. Mutation is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.
TRUE
Feedback: Mutation is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

46. Mutation is a mathematical method of handling imprecise or subjective information.
FALSE
Feedback: Fuzzy logic is a mathematical method of handling imprecise or subjective information.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

47. A shopping bot is one of the simplest examples of an intelligent agent.
TRUE
Feedback: A shopping bot is one of the simplest examples of an intelligent agent.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions

Accessibility: Keyboard Navigation

48. Augmented reality is the viewing of the physical world with computer-generated layers of information added to it.
TRUE
Feedback: Augmented reality is the viewing of the physical world with computer-generated layers of information added to it.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

49. Google glass is a wearable computer with an optical head-mounted display (OHMD).
TRUE
Feedback: Google glass is a wearable computer with an optical head-mounted display (OHMD). Developed by Google, it adds an element of augmented reality to the user's world by displaying information in a smartphone-like hands-free format.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

50. A haptic interface is primarily implemented and applied in virtual reality environments and is used in virtual workplaces to enable employees to shake hands, demonstrate products, and collaborate on projects.
TRUE
Feedback: A haptic interface uses technology allowing humans to interact with a computer through bodily sensations and movements—for example, a cell phone vibrating in your pocket. A haptic interface is primarily implemented and applied in virtual reality environments and is used in virtual workplaces to enable employees to shake hands, demonstrate products, and collaborate on projects.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

51. Virtual workplace is the viewing of the physical world with computer-generated layers of information added to it.
FALSE
Feedback: Augmented reality is the viewing of the physical world with computer-generated layers of information added to it.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

52. A virtual workplace is a work environment that is not located in any one physical space.
TRUE
Feedback: A virtual workplace is a work environment that is not located in any one physical space.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

53. Google Glass is a work environment that is not located in any one physical space.
FALSE
Feedback: A virtual workplace is a work environment that is not located in any one physical space.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

54. Augmented reality is a wearable computer with an optical head-mounted display (OHMD).
FALSE
Feedback: Google Glass is a wearable computer with an optical head-mounted display (OHMD). Developed by Google, it adds an element of augmented reality to the user's world by displaying information in a smartphone-like hands-free format.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

55. Virtual reality is a computer-simulated environment that can be a simulation of the real world or an imaginary world.
TRUE
Feedback: Virtual reality is a computer-simulated environment that can be a simulation of the real world or an imaginary world.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

56. Improving the efficiency and effectiveness of its business processes will improve a firm's value chain.
TRUE
Feedback: Improving the efficiency and effectiveness of its business processes will improve the firm's value chain.

Difficulty: 2 Medium
Blooms: Understand

Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

57. Augmented reality is a computer-simulated environment that can be a simulation of the real world or an imaginary world.
FALSE
Feedback: Augmented reality is the viewing of the physical world with computer-generated layers of information added to it.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

58. Virtual reality is the viewing of the physical world with computer-generated layers of information added to it.
FALSE
Feedback: Virtual reality is a computer-simulated environment that can be a simulation of the real world or an imaginary world.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

59. Business-facing processes or back-office processes are invisible to the external customer but essential to the effective management and operation of the business.
TRUE
Feedback: Business-facing processes or back-office processes are invisible to the external customer but essential to the effective management of the business.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

60. When evaluating the 5 steps in the order-to-delivery business process, step one includes creating a campaign and checking inventory, which are both part of the human resources function.
FALSE
Feedback: Step one includes creating a campaign and checking inventory, which are both part of the marketing function.
Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

61. Strategic planning is a customer-facing business process.
FALSE
Feedback: Strategic planning is a business-facing process and is invisible to the customer.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

62. Product delivery is a customer-facing business process.
TRUE
Feedback: Product delivery is a customer-facing business process.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

63. Core processes are business processes, such as manufacturing goods, selling products, and providing services, that make up the primary activities in a value chain.
TRUE
Feedback: Core processes are business processes, such as manufacturing goods, selling products, and providing services, that make up the primary activities in a value chain.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

64. Core processes are patents that protect a specific set of procedures for conducting a particular business activity.
FALSE
Feedback: Business process patents are patents that protect a specific set of procedures for conducting a particular business activity.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

65. A static process uses a systematic approach in an attempt to improve business effectiveness and efficiency continuously. Managers constantly attempt to optimize static process.
TRUE

Feedback: A static process uses a systematic approach in an attempt to improve business effectiveness and efficiency continuously. Managers constantly attempt to optimize static process.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

66. Examples of static processes include running payroll, calculating taxes, and creating financial statements.
TRUE
Feedback: Examples of static processes include running payroll, calculating taxes, and creating financial statements.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

67. Examples of dynamic processes include running payroll, calculating taxes, and creating financial statements.
FALSE
Feedback: Examples of static processes include running payroll, calculating taxes, and creating financial statements.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

68. A dynamic process is continuously changing and provides business solutions to ever-changing business operations.
TRUE
Feedback: A dynamic process is continuously changing and provides business solutions to ever-changing business operations.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

69. A static process is continuously changing and provides business solutions to ever-changing business operations.
FALSE
Feedback: A dynamic process is continuously changing and provides business solutions to ever-changing business operations.

Difficulty: 1 Easy
Blooms: Remember

Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

70. As the business and its strategies change, so do the dynamic processes. Examples of dynamic processes include managing layoffs of employees, changing order levels based on currency rates, and canceling business travel due to extreme weather.
TRUE
Feedback: As the business and its strategies change, so do the dynamic processes. Examples of dynamic processes include managing layoffs of employees, changing order levels based on currency rates, and canceling business travel due to extreme weather.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

71. A business process patent is a patent that protects a specific set of procedures for conducting a particular business activity.
TRUE
Feedback: A business process patent is a patent that protects a specific set of procedures for conducting a particular business activity.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

72. A business management system is a graphic description of a process, showing the sequence of process tasks, which is developed for a specific purpose and from a selected viewpoint.
FALSE
Feedback: A business process model is a graphic description of a process, showing the sequence of process tasks, which is developed for a specific purpose and from a selected viewpoint.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

73. To-Be process models show the results of applying change improvement opportunities to the current (As-Is) process model.
TRUE
Feedback: To-Be process models show the results of applying change improvement opportunities to the current (As-Is) process model.
Difficulty: 1 Easy
Blooms: Remember

Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

74. Business Process Model and Notation (BPMN) is a graphical notation that depicts the steps in a business process.
TRUE
Feedback: Business Process Model and Notation (BPMN) is a graphical notation that depicts the steps in a business process.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

75. A Business Process Model and Notation (BPMN) event is anything that happens during the course of a business process. An event is represented by a circle in a business process model.
TRUE
Feedback: A BPMN event is anything that happens during the course of a business process. An event is represented by a circle in a business process model.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

76. A Business Process Model and Notation (BPMN) activity is a task in a business process.
TRUE
Feedback: A BPMN activity is a task in a business process.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

77. A Business Process Model and Notation (BPMN) gateway is used to control the flow of a process.
TRUE
Feedback: A BPMN gateway is used to control the flow of a process.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

78. A Business Process Model and Notation (BPMN) flow displays the path in which the process flows.
TRUE
Feedback: A BPMN flow displays the path in which the process flows.
Difficulty: 1 Easy

Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

79. A Business Process Model and Notation (BPMN) flow is anything that happens during the course of a business process. An event is represented by a circle in a business process model.
FALSE
Feedback: A BPMN event is anything that happens during the course of a business process. An event is represented by a circle in a business process model.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

80. A Business Process Model and Notation (BPMN) event is a task in a business process.
FALSE
Feedback: A BPMN activity is a task in a business process.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

81. A Business Process Model and Notation (BPMN) activity is used to control the flow of a process.
FALSE
Feedback: A BPMN gateway is used to control the flow of a process.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

82. A Business Process Model and Notation (BPMN) gateway displays the path in which the process flows.
FALSE
Feedback: A BPMN flow displays the path in which the process flows.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

83. The primary goal of an As-Is process model is to simplify, eliminate, and improve the To-Be processes.
TRUE
Feedback: The primary goal of an As-Is process model is primarily to simplify, eliminate, and improve the To-Be processes.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

84. A swim lane layout arranges the steps of a business process into a set of rows depicting the various elements.
TRUE
Feedback: A swim lane layout arranges the steps of a business process into a set of rows depicting the various elements.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

85. Business processes should never drive MIS choices and should be based on business strategies and goals.
FALSE
Feedback: Business processes should drive MIS choices and should be based on business strategies and goals.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

86. A workflow control system monitors processes to ensure tasks, activities, and responsibilities are executed as specified.
TRUE
Feedback: A workflow control system monitors processes to ensure tasks, activities, and responsibilities are executed as specified.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

87. Operational business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
TRUE
Feedback: Operational business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

88. Redundancy occurs when a task or activity is never repeated.

FALSE
Feedback: Redundancy occurs when a task or activity is unnecessarily repeated.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

89. Managerial business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.
TRUE
Feedback: Managerial business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

90. Operational business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.
FALSE
Feedback: Managerial business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

91. Operational business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.
FALSE
Feedback: Strategic business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

92. Business process reengineering is the analysis and redesign of workflow within and between enterprises.
TRUE
Feedback: Business process reengineering (BPR) is the analysis and redesign of workflow within and between enterprises.

Difficulty: 1 Easy

Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

93. Strategic business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.
TRUE
Feedback: Strategic business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

94. Strategic business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
FALSE
Feedback: Operational business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

95. Which of the following is an important challenge facing managers today?
A. making business decisions
B. cultivating strategies
C. competing to win in today's market
D. All of these are correct.
Feedback: The most important challenges facing management of a company are 1) decision making, 2) cultivating strategies for the future business, and 3) competing to win in today's market.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Scrambling: Locked
Accessibility: Keyboard Navigation

96. What must managers be able to do to compete in today's global marketplace?
A. make decisions to gain competitive advantages
B. make decisions that can help forecast future business needs
C. make decisions that can help forecast future business requirements
D. All of these are correct.

Feedback: We learn in chapter two that to achieve competitive advantages, managers must be able to make decisions and be able to forecast future business needs and requirements.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

97. Which of the following is *not* considered a challenge facing most managers today?
A. Managerial decisions must be made quickly.
B. Strategic decisions need to be made by applying analysis techniques.
C. Artificial intelligence is required by all managers to be successful.
D. Managerial decisions require large amounts of information to analyze.
Feedback: The primary decision-making challenges facing managers today are 1) decisions must be made quickly, 2) strategic decisions need to be made by applying analysis techniques, and 3) they have large amounts of information to analyze

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

98. Managers that must analyze data from 500 hotels to determine when to discount rooms based on occupancy patterns would be placed in which category for managerial decision-making challenges?
A. Managers need to analyze large amounts of information.
B. Managers must make decisions quickly.
C. Managers must apply sophisticated analysis techniques, such as Porter's strategies or forecasting, to make strategic decisions.
D. All of these are correct.
Feedback: Managers that must analyze data from 500 hotels to determine when to discount rooms based on occupancy patterns is a challenge when managers must analyze large amounts of information.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Scrambling: Locked
Accessibility: Keyboard Navigation

99. An important customer who shows up at a hotel that is fully booked and the reservation is missing would be placed in which category for managerial decision-making challenges?
A. Managers need to analyze large amounts of information.
B. Managers must make decisions quickly.
C. Managers must apply sophisticated analysis techniques, such as Porter's strategies or forecasting, to make strategic decisions.
D. All of these are correct.

Feedback: An important customer shows up at a hotel that is fully booked and the reservation is missing is an example of why managers must make decisions quickly.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Scrambling: Locked
Accessibility: Keyboard Navigation

100. A manager who must implement a loyalty program across 500 hotels would be placed in which category for managerial decision-making challenges?
A. Managers need to analyze large amounts of information.
B. Managers must make decisions quickly.
C. Managers must apply sophisticated analysis techniques, such as Porter's strategies or forecasting, to make strategic decisions.
D. All of these are correct.
Feedback: A manager that must implement a loyalty program across 500 hotels is an example of managers applying sophisticated analysis techniques.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Scrambling: Locked
Accessibility: Keyboard Navigation

101. Which of the following is *not* included in the decision-making process?
A. Data Collection
B. Solution Benchmarking
C. Solution Generation
D. Solution Test
Feedback: The six-step decision making process includes 1) problem identification, 2) data collection, 3) solution generation, 4) solution test, 5) solution selection, and 6) solution implementation

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

102. When evaluating the six-step decision-making process, what occurs during the solution implementation step?
A. The process will begin again if the decisions made were incorrect.
B. definition of the problem as clearly and precisely as possible
C. details of every solution possible including ideas that seem far fetched
D. The solution that best solves the problem is selected.
Feedback: The six-step decision-making process is 1) problem identification, 2) data collection, 3) solution generation, 4) solution

test, 5) solution selection, and 6) solution implementation. The final step is where the solution solves the problem or if wrong decisions were made then the process begins again.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

103. When evaluating the six-step decision-making process, what occurs during the problem identification step?
A. The process will begin again if the decisions made were incorrect.
B. definition of the problem as clearly and precisely as possible
C. details of every solution possible including ideas that seem far fetched
D. The solution that best solves the problem is selected.
Feedback: The six-step decision-making process is 1) problem identification, 2) data collection, 3) solution generation, 4) solution test, 5) solution selection, and 6) solution implementation. During the problem identification step you must define the problem as clearly and precisely as possible.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

104. When evaluating the six-step decision-making process, what occurs during the solution selection step?
A. The process will begin again if the decisions made were incorrect.
B. definition of the problem as clearly and precisely as possible
C. details of every solution possible including ideas that seem far fetched
D. The solution that best solves the problem is selected.
Feedback: The six-step decision-making process is 1) problem identification, 2) data collection, 3) solution generation, 4) solution test, 5) solution selection, and 6) solution implementation. During the solution selection step you select the solution that best solves the problem and meets the needs of the business.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

105. When evaluating the six-step decision-making process, what occurs during the solution test step?
A. The process will begin again if the decisions made were incorrect.
B. definition of the problem as clearly and precisely as possible
C. details of every solution possible including ideas that seem far fetched
D. None of these are correct.

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Feedback: The six-step decision-making process is 1) problem identification, 2) data collection, 3) solution generation, 4) solution test, 5) solution selection, and 6) solution implementation. During the solution test step you evaluate solution in terms of feasibility, suitability, and acceptability.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

106. Which of the following would you include as decisions and responsibilities typically found at the operational level of a company?
A. develop core business activities required to run the day-to-day operations
B. control core business activities required to run the day-to-day operations
C. maintain core business activities required to run the day-to-day operations
D. All of these are correct.
Feedback: At the operational structure level, employees develop, control, and maintain core business activities required to run the day-to-day operations.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Scrambling: Locked
Accessibility: Keyboard Navigation

107. Data collection, solution generation, and solution implementation are all concepts associated with which of the following processes?
A. the six-step problem-solving process
B. the six-step decision-making process
C. the four-step problem-solving process
D. the four-step decision-making process
Feedback: The six-step decision-making process is 1) problem identification, 2) data collection, 3) solution generation, 4) solution test, 5) solution selection, and 6) solution implementation

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

108. Review the following key terms. Which one defines an operational decision that involves situations where established processes offer potential solutions?
A. optimization analysis decision
B. artificial intelligence decision
C. structured decision

D. unstructured decision
Feedback: A structured decision involves situations where established processes offer potential solutions.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

109. Which of the following is considered an operational or structured decision?
A. determining how many employees are out sick
B. determining the impact of last month's marketing campaign
C. allocating resources to a department for a new system
D. monitoring performance of a project team
Feedback: Structured decisions are made frequently and are almost repetitive in nature; they affect short-term business strategies. Reordering inventory and creating the employee staffing and weekly production schedules are examples of routine structured decisions, where entering a new market is a type of unstructured decision.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

110. Which of the following represents the structure of a typical organization?
A. flat line
B. pyramid
C. circle
D. cube
Feedback: The structure of today's business organizations is typically a pyramid. At each level, different types of information are used to assist the business with 1) decision making, 2) problem solving, and 3) opportunity capturing.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

111. What is the science of fact-based decision making?
A. analytics
B. structured decisions
C. unstructured decisions
D. semistructured decisions
Feedback: Analytics is the science of fact-based decision making.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions

Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

112. Andy Benton works at the local Starbucks coffee shop and his responsibilities include taking orders, fulfilling orders, and ringing in sales. At what level of the organizational pyramid would you categorize Andy?
A. strategic
B. owner
C. operational
D. managerial
Feedback: At the operational level, employees develop, control, and maintain core business activities to run the day-to-day operations.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

113. Which of the following represents the three different levels of a company pyramid from the top to the bottom?
A. managerial, strategic, operational
B. strategic, managerial, operational
C. operational, managerial, strategic
D. strategic, operational, managerial
Feedback: The three different levels on the structure of a company pyramid are from top to bottom strategic, managerial, operational.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

114. Which of the following would you include as decisions and responsibilities typically found at the managerial level of a company?
A. monthly Plans
B. monthly Budgets
C. weekly Schedule
D. All of these are correct.
Feedback: Some of the decisions and responsibilities of managerial-level employees include short-term or medium-range plans, scheduling, budgeting, policies and procedures, and business objectives for the firm.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Scrambling: Locked
Accessibility: Keyboard Navigation

115. Which of the following is considered an unstructured decision?
A. reordering inventory

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B. deciding to enter a new market
C. creating the employee weekly staffing schedule
D. creating the employee weekly production schedule
Feedback: Structured decisions are made frequently and are almost repetitive in nature; they affect short-term business strategies. Reordering inventory and creating the employee staffing and weekly production schedules are examples of routine structured decisions, where entering a new market is a type of unstructured decision.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

116. Which of the following is considered a managerial decision or semistructured decision?
A. determining how many employees are out sick
B. determining the impact of last month's marketing campaign
C. investigating why payroll is having problems running
D. tracking how much inventory is in the warehouse
Feedback: Managerial decisions cover short- and medium-range plans, schedules, and budgets along with policies, procedures, and business objectives for the firm.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

117. Which of the following key terms represents the types of decisions made at the operational, managerial, and strategic levels of a company?
A. structured decisions
B. unstructured decisions
C. semistructured decisions
D. All of these are correct.
Feedback: The three types of decisions made at the operational, managerial, and strategic levels are 1) structured decisions, 2) unstructured decisions, and 3) semistructured decisions.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Scrambling: Locked
Accessibility: Keyboard Navigation

118. At which level do managers develop the overall business strategies and monitor the performance of the organization and the competitive business environment?
A. operational
B. strategic
C. managerial
D. communications

Feedback: At the strategic level, managers develop overall business strategies, goals, and objectives as part of the company's strategic plan. They also monitor the performance of the organization and its overall direction in the political, economic, and competitive business environment.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 1 Easy
Blooms: Remember
Accessibility: Keyboard Navigation

119. Jenny Welch works at a retail store selling sports equipment. Her daily tasks include opening the store, creating the work schedules, processing payroll, overseeing sales and inventory, and training employees. At what level of the organizational pyramid would you categorize Jenny?
A. managerial
B. operational
C. strategic
D. owner
Feedback: Managerial level duties include evaluating operations to hone the firm's abilities to identify, adapt to, and leverage change. They also cover schedules, budgets, policies, procedures, and business objectives.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

120. Bill Schultz works at a high-power investment firm in Los Angeles. Bill is responsible for promoting the firm's vision and creating the company-wide goals and strategies. He also monitors the overall strategic performance of the company and its direction for future business strategies. At what level of the organizational pyramid would you categorize Bill?
A. strategic
B. owner
C. operational
D. managerial
Feedback: At the strategic level, managers develop overall business strategies, goals, and objectives. They also monitor the strategic performance of the organization and its overall direction.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

121. Chuck Biggs has been hired to oversee all of the plans that the city of Denver has created to expand its train transportation system by adding six more lines to the metro area. Chuck will be responsible for planning

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the project, managing the processes, and finalizing each new line as it is completed. How would you categorize the majority of the decisions Chuck will have to make to complete his job?
A. unstructured decisions
B. semistructured decisions
C. structured decisions
D. strategic decisions
Feedback: Chuck will be faced with many semistructured decisions as he manages the transportation system expansion.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

122. What occurs in situations in which a few established processes help to evaluate potential solutions, but not enough to lead to a definite recommended decision?
A. analytics
B. structured decisions
C. unstructured decisions
D. semistructured decisions
Feedback: Semistructured decisions occur in situations in which a few established processes help to evaluate potential solutions, but not enough to lead to a definite recommended decision.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

123. What occurs in situations in which no procedures or rules exist to guide decision makers toward the correct choice?
A. analytics
B. structured decisions
C. unstructured decisions
D. semistructured decisions
Feedback: Unstructured decisions occur in situations in which no procedures or rules exist to guide decision makers toward the correct choice.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

124. At which level of an organization are employees continuously evaluating company operations to hone the firm’s abilities to identify, adapt to, and leverage change?
A. operational level
B. managerial level
C. strategic level

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D. All of these are correct.
Feedback: At the managerial level of an organization, employees are continuously evaluating company operations to hone the firm's abilities to identify, adapt to, and leverage change.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

125. At which level of an organization do managers develop overall business strategies, goals, and objectives as part of the company's strategic plan?
A. operational level
B. managerial level
C. strategic level
D. All of these are correct.
Feedback: At the strategic level, managers develop overall business strategies, goals, and objectives as part of the company's strategic plan.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

126. CSFs and KPIs are two core metrics used to evaluate results and measure the progress of a project for a business. Which of the following represents the acronyms for CSF and KPI?
A. continual success factors and key performance indicators
B. critical success factors and key project ideas
C. customer success findings and key project ideas
D. critical success factors and key performance indicators
Feedback: CSFs and KPIs are terms used when evaluating metrics or measuring a company's success. These both stand for critical success factors (CSFs) and key performance indicators (KPIs).
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

127. What are measurements that evaluate results to determine whether a project is meeting its goals?
A. models
B. metrics
C. benchmarks
D. genetic algorithms
Feedback: Metrics are measurements that evaluate results to determine whether a project is meeting its goals.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

128. What are the crucial steps companies perform to achieve their goals and objectives and implement their strategies?
A. critical success factors
B. crucial success factors
C. key performance indicators
D. key performance factors
Feedback: Critical success factors are the crucial steps companies perform to achieve their goals and objectives and implement their strategies.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

129. Which of the following statements is accurate?
A. Key performance indicators can have no more than four critical success factors.
B. Critical success factors can have no more than four key performance indicators.
C. Key performance indicators can have several critical success factors.
D. Critical success factors can have several key performance indicators.
Feedback: One CSF can have several KPIs.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

130. Key performance indicators are the metrics a company uses to evaluate progress toward critical success factors. Which of the following represents a key performance indicator?
A. create high-quality products
B. reduce product costs
C. percentage of help desk calls answered in the first minute
D. hire the best business professionals
Feedback: Examples of KPIs are 1) turnover rates of employees, 2) percentage of help desk calls answered in the first minute, 3) number of product returns, 4) number of new customers, and 5) average customer spending.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions

Accessibility: Keyboard Navigation

131. CFSs and KPIs are the two core metrics used within a business to track progress or success. What is the relationship between CSFs and KPIs?
A. CFSs are business strategy elements where KPIs measure the progress of the CFSs.
B. CFSs build the business environment where KPIs explain how to build the CFSs.
C. KPIs are used first where CFSs are applied after.
D. KPIs promote employees on their performance level where CFSs demote employees based on their performance level.
Feedback: The relationship between CFSs and KPIs is critical for a business. Critical success factors (CFSs) are elements crucial for a business strategy's success, where key performance indicators (KPIs) measure the progress of the CFSs.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

132. Market share measures a firm's external performance relative to that of its competitors. Which of the following represents how a firm measures market share?
A. multiplying the firm's sales by the industries total sales
B. dividing the firm's sales by the total market sales for the entire industry
C. subtracting your competitors' sales from your total sales
D. subtracting the industries' total sales from the firm's total sales
Feedback: To calculate market share, you divide the firm's sales by the total market sales for the entire industry.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

133. Anne Marie Cole runs the sales division for a local auto insurance firm. One of her key duties is to calculate her company's market share. When evaluating the prior year numbers, she found that her firm achieved total sales of $3 million and the entire industry had $30 million in sales. What is Anne Marie's current market share?
A. 1%
B. 10%
C. 18%
D. 20%
Feedback: Market share is the proportion of the market that a firm captures. It is calculated by dividing the firm's sales by the total market sales for the entire industry: 3 million divided by 30 million is 10 percent.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.

Topic: Measuring Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

134. Anne Marie Cole runs the sales division for a local auto insurance firm. One of her key duties is to ensure the company has 10 percent market share by the end of the year. When evaluating the current sales numbers, she determines that her sales division has total sales of $3 million and the entire industry has total sales of $50 million. What additional sales must Anne Marie's division meet to ensure they have 10 percent of the market by the end of the year?
A. $1 million
B. $2 million
C. $5 million
D. $10 million
Feedback: Market share is the proportion of the market that a firm captures. It is calculated by dividing the firm's sales by the total market sales for the entire industry: 10 percent of $50 million is $5 million. Since Anne Marie already has $3 million, she needs an additional $2 million in sales.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

135. What type of measurement uses market share as a KPI?
A. fuzzy logic measurement
B. external measurement
C. neural network measurement
D. internal measurement
Feedback: A common external KPI is market share.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

136. Which of the following represents an internal KPI that indicates the earning power of a project?
A. market share
B. return on intelligent
C. sensitivity analysis
D. return on investment
Feedback: An internal KPI that indicates the earning power of a project is return on investment or ROI.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
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137. Todd Haitz is the marketing manager for the National Basketball Association. Todd analyzes and tracks his marketing campaigns to determine the best success rate per project for increasing ticket sales. Todd uses an internal KPI to track his marketing campaign success. Which of the following would be an internal KPI Todd would use to track his marketing campaigns?
A. marketing campaign ROI
B. marketing campaign percentage of fans purchasing *Sports Illustrated* magazine
C. marketing campaign advertiser revenue sales
D. marketing campaign market share
Feedback: Todd would use ROI as an internal KPI.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

138. What are measurements that evaluate results to determine whether a project is meeting its goals?
A. ROI
B. metrics
C. best practices
D. KPI
Feedback: Metrics are measurements that evaluate results to determine whether a project is meeting its goals.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

139. What are the crucial steps companies perform to achieve their goals and objectives and implement their strategies?
A. ROI
B. CSF
C. KPI
D. None of these are correct.
Feedback: Critical success factors are the crucial steps companies perform to achieve their goals and objectives and implement their strategies.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Scrambling: Locked
Accessibility: Keyboard Navigation

140. What are the quantifiable metrics a company uses to evaluate progress toward critical success factors?
A. ROI

B. CSF
C. KPI
D. None of these are correct.
Feedback: Key performance indicators are the quantifiable metrics a company uses to evaluate progress toward critical success factors.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Scrambling: Locked
Accessibility: Keyboard Navigation

141. Which of the following is an example of a critical success factor?
A. increase customer satisfaction
B. number of new customers
C. number of new products
D. percentage of employee turnover
Feedback: CFSs include 1) create high-quality products, 2) retain competitive advantages, 3) reduce product costs, 4) increase customer satisfaction, and 5) hire and retain the best business professionals.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

142. What could a manager use to measure the success of an MIS project?
A. effectiveness MIS metrics, efficiency MIS metrics
B. effectiveness MIS metrics, expert MIS metrics
C. expert MIS metrics, executive MIS metrics
D. All of these are correct.
Feedback: MIS projects can be difficult to measure, so therefore, managers utilize the higher-level metrics such as efficiency and effectiveness metrics.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Scrambling: Locked
Accessibility: Keyboard Navigation

143. What type of metrics measure throughput, transaction speed, and system availability?
A. efficiency MIS metrics
B. effectiveness MIS metrics
C. ROI
D. benchmarks
Feedback: Efficiency MIS metrics measure throughput, speed, and availability.

Difficulty: 1 Easy
Blooms: Remember

Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

144. What types of metrics measure customer satisfaction?
A. efficiency MIS metrics
B. effectiveness MIS metrics
C. both efficiency and effectiveness MIS metrics
D. both ROI and market share
Feedback: Effectiveness MIS metrics measure customer satisfaction.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

145. According to Peter Drucker, what are managers who do things right addressing?
A. efficiency
B. effectiveness
C. both efficiency and effectiveness
D. customer satisfaction only
Feedback: "Doing things right" addresses efficiency.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

146. Which of the following is a type of effectiveness MIS metric?
A. transaction speed
B. system availability
C. usability
D. throughput
Feedback: Usability is an effectiveness MIS metric.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

147. A common mistake that many managers tend to make is focusing on only one type of metrics because they are easier to measure. Which type of metrics do they focus on?
A. effectiveness MIS metrics
B. efficiency MIS metrics
C. endurance MIS metrics
D. product sales metrics
Feedback: A common mistake that many managers tend to make is focusing on efficiency MIS metrics because they are easier to measure.

Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

148. As a manager for your company some of your responsibilities include measuring metrics and overseeing company strategies. You observe some critical success factors and see large increases in productivity. What would you suspect would be the primary reason for the large increases in productivity?
A. decreases in effectiveness
B. increases in effectiveness
C. increases in executive roles
D. decreases in efficiency
Feedback: Large increases in productivity typically result from increases in effectiveness, which focus on critical success factors.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

149. Which of the following is a type of efficiency MIS metric?
A. customer satisfaction
B. conversion rates
C. financial transactions
D. web traffic
Feedback: Web traffic is an efficiency MIS metric.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

150. Efficiency MIS metrics focus on the extent to which a firm is using its resources in an optimal way, while effectiveness MIS metrics focus on _____.
A. understanding how successful a firm is at achieving its goals and objectives
B. analyzing if a firm is doing the right things
C. setting the right goals and ensuring they are accomplished
D. All of these are correct.
Feedback: Efficiency MIS metrics focus on the extent to which a firm is using its resources in an optimal way, doing things right, and getting the most from each resource. Effectiveness MIS metrics focus on how well a firm is achieving its goals and objectives, doing the right things, setting the right goals and objectives and ensuring they are accomplished.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.

Topic: Measuring Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

151. What is the term for the most successful solutions or problem-solving methods that have been developed by a specific organization or industry?
A. ROI
B. metrics
C. best practices
D. KPI
Feedback: Best practices are the most successful solutions or problem-solving methods that have been developed by a specific organization or industry.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

152. What indicates the earning power of a project?
A. ROI
B. metrics
C. best practices
D. KPI
Feedback: ROI indicates the earning power of a project.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

153. Which of the following describes the efficiency MIS metric of throughput?
A. the number of hours a system is available for users
B. the time it takes to respond to user interactions, such as a mouse click
C. the amount of information that can travel through a system at any point in time
D. the ease with which people perform transactions and/or find information
Feedback: Within the efficiency metrics, the type throughput is the amount of information that can travel through a system at any point in time.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

154. Which of the following tracks the number of customers an organization touches for the first time and persuades to purchase its products or services?
A. customer satisfaction
B. usability
C. conversion rates
D. financial
Feedback: The effectiveness metrics that tracks the number of customers an organization touches for the first time and persuades to purchase its products or services is conversion rates.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

155. What do usability effectiveness MIS metrics measure?
A. the ease with which people perform transactions and find information
B. the number of customers an organization "touches" for the first time and persuades to purchase its products or services
C. the amount of time a system takes to perform a transaction
D. the number of hours a system is available for users
Feedback: The usability effectiveness metrics measure the ease with which people perform transactions and find information.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

156. Which term is used to describe the ease with which people perform transactions and/or find information?
A. usability
B. customer satisfaction
C. financial
D. conversion rates
Feedback: This is the definition of usability.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

157. What is measured by such benchmarks as satisfaction surveys, percentage of existing customers retained, and increases in revenue dollars per customer?
A. usability
B. customer satisfaction
C. financial
D. conversion rates
Feedback: This is the definition of customer satisfaction.

Difficulty: 1 Easy

Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

158. Which of the following would efficiency MIS metrics measure?
A. response time
B. system availability
C. transaction speed
D. All of these are correct.
Feedback: Common types of efficiency metrics are 1) throughput, 2) transaction speed, 3) system availability, 4) information accuracy, and 5) response time.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Scrambling: Locked
Accessibility: Keyboard Navigation

159. Which of the following are the four common types of effectiveness MIS metrics?
A. unstructured decisions, customer satisfaction, conversion rates, financial
B. usability, customer service, conversion rates, fiscal year revenue
C. usability, customer satisfaction, conversion rates, financial
D. usability, customer satisfaction, conversion rates, affordability
Feedback: When analyzing the Efficiency and Effectiveness Metrics chart, the four examples of common types of effectiveness metrics are 1) usability, 2) customer satisfaction, 3) conversion rates, and 4) financial.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

160. Drew Savage is an MIS manager for an international consulting firm. Drew travels to different European countries where he implements news response tracking systems. Some of the metrics he uses to track the performance of his system include tracking the response time it takes to respond to Twitter posts mentioning the news station, as well as the speed and accuracy of content posted on numerous websites and social media sites. What type of metrics is Drew using to measure his system?
A. customer satisfaction metrics
B. efficiency metrics
C. effectiveness metrics
D. benchmarking metrics
Feedback: Efficiency metrics include 1) throughput, 2) transaction speed, 3) system availability, 4) information accuracy, and 5) response time.

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Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

161. What would a company like eBay or Amazon be constantly benchmarking?
A. MIS efficiency
B. MIS effectiveness
C. MIS efficiency and MIS effectiveness
D. usability metrics only
Feedback: eBay and Amazon depend on their MIS systems for business and constantly monitor and measures both efficiency and effectiveness MIS metrics to ensure success.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

162. When considering the graph depicting the interrelationships between efficiency and effectiveness, where does an organization ideally want to operate?
A. upper right-hand corner
B. lower right-hand corner
C. upper left-hand corner
D. lower left-hand corner
Feedback: The upper right-hand corner is the ideal place for an organization to operate.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

163. When analyzing the interrelationships between efficiency and effectiveness, where would a company ideally want to operate?
A. with high efficiency
B. the upper right-hand corner of the interrelationship graph
C. with high effectiveness
D. All of these are correct.
Feedback: When analyzing the interrelationships between efficiency and effectiveness, a company ideally wants to operate in the upper right-hand corner of the interrelationship graph where they see significant increases in efficiency and effectiveness metrics.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked

Accessibility: Keyboard Navigation

164. What is the process of continuously measuring system results, comparing those results to optimal system performance, and identifying steps and procedures to improve system performance?
A. benchmarking
B. bottlenecking
C. consolidation
D. cycle time
Feedback: The process of continuously measuring system results, comparing those results to optimal system performance, and identifying steps and procedures to improve system performance is benchmarking.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Accessibility: Keyboard Navigation

165. What can a model accomplish?
A. calculate risks
B. understand uncertainty
C. manipulate time
D. All of these are correct.
Feedback: A model can be used to calculate risks, understand uncertainty, and manipulate time.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Scrambling: Locked
Accessibility: Keyboard Navigation

166. Which of the following is *not* included as part of a benchmark?
A. Benchmarks help assess how an MIS project performs over time.
B. When measured against MIS projects, benchmarks can provide feedback so managers can control the system.
C. Benchmarks help to establish baseline values the system seeks to attain.
D. All of these are correct.
Feedback: The role of benchmarks within a company include 1) to help assess how an MIS project performs over time, 2) when measured against MIS projects, can provide feedback so managers can control the system, and 3) to establish baseline values the system seeks to attain.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Topic: Measuring Organizational Business Decisions
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

167. What is a simplified representation or abstraction of reality?

A. model
B. metric
C. redundancy
D. sensitivity analysis
Feedback: A simplified representation or abstraction of reality is a model.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

168. What can a manager use a model to do?
A. calculate risk
B. change variables
C. understand uncertainty
D. All of these are correct.
Feedback: Models help managers calculate risks, understand uncertainty, change variables, and manipulate time to make decisions.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Scrambling: Locked
Accessibility: Keyboard Navigation

169. What would managers use to make structured decisions at the operational level?
A. transactional information
B. analytical information
C. EIS system
D. intelligent system
Feedback: Transactional information is the basic business system that serves the operational level (analysts) and assists in making structured decisions.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

170. Which of the following would create transactional information?
A. projecting future sales growth
B. making an airline reservation
C. a semistructured decision to hire more employees
D. generating payroll reports
Feedback: Transactional information is created, for example, when customers are purchasing stocks, making an airline reservation, or withdrawing cash from an ATM.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

171. What encompasses all the information contained within a single business process or unit of work and has a primary purpose of supporting the performance of daily operational or structured decisions?
A. OLTP
B. OLAP
C. analytical information
D. transactional information
Feedback: Transactional information encompasses all the information contained within a single business process or unit of work and its primary purpose is to support the performance of daily operational or structured decisions.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

172. What is the manipulation of information to create business intelligence in support of strategic decision making?
A. OLTP
B. OLAP
C. TPS
D. DSS
Feedback: OLAP is the manipulation of information to create business intelligence in support of strategic decision making.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

173. What models information and provides assistance in evaluating and choosing among different courses of action?
A. OLTP
B. OLAP
C. TPS
D. DSS
Feedback: A DSS models information and provides assistance in evaluating and choosing among different courses of action.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions

Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

174. What captures transaction and event information using technology to (1) process the information according to defined business rules, (2) store the information, and (3) update existing information to reflect the new information?
A. OLTP
B. OLAP
C. TPS
D. DSS
Feedback: OLTP captures transaction and event information using technology to (1) process the information according to defined business rules, (2) store the information, and (3) update existing information to reflect the new information.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

175. What is the basic business system that serves the operational level and assists in making structured decisions?
A. OLTP
B. OLAP
C. TPS
D. DSS
Feedback: A TPS is the basic business system that serves the operational level and assists in making structured decisions.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

176. What encompasses all organizational information and has a primary purpose of supporting the performance of managerial analysis or semistructured decisions?
A. OLTP
B. OLAP
C. analytical information
D. transactional information
Feedback: Analytical information encompasses all organizational information and its primary purpose is to support the performance of managerial analysis or semistructured decisions.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions

Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

177. Which of the following is an incorrect enterprise view of information technology?
A. Processes are analytical for executives and transactional for analysts.
B. Granularity is coarse for executives and fine for analysts.
C. Processing is OLTP for executives and OLAP for analysts.
D. None of these are correct.
Feedback: Processing is OLAP for executives and OLTP for analysts.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Scrambling: Locked
Accessibility: Keyboard Navigation

178. Which of the following is a *not* a type of organizational information system?
A. executive information system
B. decisions support system
C. analysis processing system
D. transactional processing system
Feedback: Analysis processing system is not a type of organizational IS.
Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Accessibility: Keyboard Navigation

179. What are the three primary types of management information systems available to support decision making across the company levels?
A. transaction processing systems, decision support systems, executive information systems
B. analytical information, decision support systems, executive information systems
C. transaction processing systems, drill-down systems, expert systems
D. what-if analysis, sensitivity analysis, goal-seeking analysis
Feedback: The three primary types of management information systems available to support decision making across the company levels are 1) transaction processing systems, 2) decision support systems, and 3) executive information systems.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.

Accessibility: Keyboard Navigation

180. A transaction processing system (TPS) is the basic business system that assists operational level analysts when making structured decisions. Which of the following is *not* an example of a TPS?
A. Target's internal company payroll system
B. Comfort Dental patient diagnosis system
C. First Bank's overall accounting system
D. Stewart Sport's order entry system
Feedback: A transaction processing system (TPS) is the basic business system that assists operational level analysts when making structured decisions. The most common examples of a TPS include 1) a company payroll system, 2) an operational accounting system, and 3) an order entry system. Comfort Dental's patient diagnosis system is an example of a DSS or decision support system.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

181. Online transaction processing (OLTP) is the capturing of transaction and event information using technology to _____.
A. update existing information to reflect the new information
B. store the information
C. process the information according to defined business rules
D. All of these are correct.
Feedback: Online transaction processing (OLTP) is the capture of transaction and event information using technology to 1) update existing information to reflect the new information, 2) store the information, and 3) process the information according to defined business rules.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

182. Which of the following does *not* represent an example of analytical information?
A. trends and product statistics
B. unstructured long-term decisions
C. five-year sales report
D. future growth projections
Feedback: Examples of analytical information are trends, sales, product statistics, and future growth projections. Managers use analytical information when making important semistructured decisions.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.

Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

183. What is the MIS system that manipulates information to create business intelligence in support of strategic decision making?
A. online transaction processing (OLTP)
B. online analytical processing (OLAP)
C. digital dashboard
D. visualization
Feedback: Online analytical processing (OLAP) is the manipulation of information to create business intelligence in support of strategic decision making.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

184. When viewing systems thinking, source documents are the original transaction records. What would the source documents for a medical doctor's payroll system include?
A. employee time sheets
B. employee benefit reports
C. employee wage rates
D. All of these are correct.
Feedback: When viewing systems thinking, source documents are the original transaction records. Source documents for a medical doctor's payroll system, for example, would include 1) employee time sheets, 2) employee benefit reports, and 3) wage rates.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

185. Decision support systems model information using OLAP, which provides assistance in evaluating and choosing among different courses of action. Which of the following does *not* represent an example of a DSS in business?
A. an insurance company using a system to gauge risk of providing insurance to drivers who have imperfect driving records
B. a medical doctor may enter symptoms into a system to aid her in diagnosing and treating patients
C. a manufacturing digital dashboard showing visualizations of inventory and production
D. a dentist entering symptoms into a system to help diagnose and treat patients
Feedback: Decision support systems, or DSSs, model information using OLAP, which provides assistance in evaluating and choosing among different courses of action. Examples include an insurance company using

DSSs to gauge risk of providing insurance to drivers who have imperfect driving records, and a medical doctor who may enter symptoms into a DSS to aid in diagnosing and treating patients.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

186. What is the flow that a systems thinking approach using a TPS would follow?
A. Streamlining (Input) - CRUD, Calculate (Process) - Reports (Output).
B. Source Documents (Input) - Optimization Analysis (Process) - (Feedback) - (Output).
C. Source Documents (Input) - CRUD, Calculate (Process) - Reports (Output) - (Feedback).
D. Selling Documents (Input) - Cycle Time (Process) - Reports (Output) - (Feedback).
Feedback: A transaction processing system or TPS is the basic business system that assist operational level analysts make structured decisions. An example of the process of a systems thinking utilizing a TPS follows this flow is 1) source documents (Input), 2) CRUD, calculate, summarize (Process), 3) reports (Output), and 4) feedback.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

187. Which of the following is considered an input in the systems thinking example of a TPS?
A. CRUD
B. calculate
C. report
D. source document
Feedback: A source document is the input in the systems thinking example of a TPS.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

188. Which of the following is considered part of the process in the systems thinking example of a TPS?
A. source document
B. calculate
C. report
D. All of these are correct.

Feedback: Calculate is the process in the systems thinking example of a TPS.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

189. Which of the following is considered the output in the systems thinking example of a TPS?
A. CRUD
B. calculate
C. reports
D. source document
Feedback: A report is the output in the systems thinking example of a TPS.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

190. Which of the following represents the top-down (executives to analysts) organizational levels of information technology systems?
A. TPS, DSS, EIS
B. DSS, TPS, EIS
C. EIS, DSS, TPS
D. None of these are correct; it varies from organization to organization.
Feedback: Executive information systems, decision support systems, and transaction processing systems is the top-down organizational levels of information technology systems.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Scrambling: Locked
Accessibility: Keyboard Navigation

191. Which of the following represent the four main DSS analysis techniques outlined in the chapter?
A. what-if analysis, sensitivity analysis, goal-seeking analysis, optimization analysis
B. workflow analysis, sensitivity analysis, growth analysis, organizational analysis
C. what-if analysis, structured analysis, goal-seeking analysis, optimization analysis

D. what-if analysis, sensitivity analysis, growth analysis, organizational analysis
Feedback: The four main DSS analysis techniques outlined in the chapter are 1) what-if analysis, 2) sensitivity analysis, 3) goal-seeking analysis, and 4) optimization analysis

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

192. Tom Jordan is a manager for a McDonald's restaurant. Many of his key responsibilities include analyzing data and making key decisions for the success of his store. Tom's store has been experiencing decreased sales for breakfast services over the past 3 months. Tom is unsure why breakfast revenues are down while lunch and dinner revenues remain unchanged. Tom believes that he can drive revenue up by implementing a few different breakfast promotions, such as free coffee or hash browns with the purchase of a meal. Tom performs an extensive analysis of how continuous changes in breakfast promotions could impact his daily revenue. What type of DSS analysis is Tom performing?
A. optimization analysis
B. sensitivity analysis
C. transaction analysis
D. goal-seeking analysis
Feedback: Sensitivity analysis, a special case of what-if analysis, is the study of the impact on other variables when one variable is changed repeatedly. For example, changing revenue in small increments to determine its effects on other variables would help a manager understand the impact of various revenue levels on other decision factors.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

193. What is the DSS analysis that checks the impact of a change in a variable or assumption on the model?
A. optimization analysis
B. goal-seeking analysis
C. sensitivity analysis
D. what-if analysis
Feedback: A what-if analysis checks the impact of a change in a variable or assumption on the model.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

194. What refers to the level of detail in the model or the decision-making process?
A. granularity
B. visualization
C. digital dashboard
D. All of these are correct.
Feedback: Granularity refers to the level of detail in the model or the decision-making process.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Scrambling: Locked
Accessibility: Keyboard Navigation

195. What produces graphical displays of patterns and complex relationships in large amounts of data?
A. granularity
B. visualization
C. digital dashboard
D. All of these are correct.
Feedback: Visualization produces graphical displays of patterns and complex relationships in large amounts of data.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Scrambling: Locked
Accessibility: Keyboard Navigation

196. What tracks KPIs and CSFs by compiling information from multiple sources and tailoring it to meet user needs?
A. granularity
B. visualization
C. digital dashboard
D. All of these are correct.
Feedback: Digital Dashboards track KPIs and CSFs by compiling information from multiple sources and tailoring it to meet user needs.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Scrambling: Locked
Accessibility: Keyboard Navigation

197. Which of the following is considered the input in the systems thinking example of a DSS?
A. TPS

B. what-if
C. optimization
D. forecasts
Feedback: A TPS is the input in the systems thinking example of a DSS.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

198. Which of the following is considered the process in the systems thinking example of a DSS?
A. TPS
B. optimization
C. forecasts
D. simulation
Feedback: Optimization is the process in the systems thinking example of a DSS.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

199. Which of the following is considered the output in the systems thinking example of a DSS?
A. TPS
B. optimization
C. goal seeking
D. forecasts
Feedback: A forecast is the output in the systems thinking example of a DSS.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

200. Which of the following is correct in terms of granularity?
A. refers to the level of detail in the model
B. the greater the granularity, the deeper the level of detail of the data
C. the greater the granularity, the deeper the level of fineness of the data
D. All of these are correct.
Feedback: All of these are correct in terms of granularity.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and

explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

201. Which of the following is a potential feature of a digital dashboard?
A. a hot list of KPIs refreshed every 15 minutes
B. a running line graph of planned versus actual production for the past 24 hours
C. a graph of stock market prices
D. All of these are correct.
Feedback: All of these are potential features of a digital dashboard.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

202. What is consolidation?
A. involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B. the ability to look at information from different perspectives
C. enables users to get details, and details of details, of information
D. finds the inputs necessary to achieve a goal, such as a desired level of output
Feedback: Consolidation involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

203. What is pivot?
A. involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B. rotates data to display alternative presentations of the data
C. enables users to get details, and details of details, of information
D. finds the inputs necessary to achieve a goal such as a desired level of output
Feedback: Pivot rotates data to display alternative presentations of the data.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions

Accessibility: Keyboard Navigation

204. What is drill-down capability?
A. involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B. the ability to look at information from different perspectives
C. enables users to get details, and details of details, of information
D. finds the inputs necessary to achieve a goal such as a desired level of output
Feedback: Drill-down enables users to get details, and details of details, of information.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

205. What is slice-and-dice capability?
A. involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B. the ability to look at information from different perspectives
C. enables users to get details, and details of details, of information
D. finds the inputs necessary to achieve a goal such as a desired level of output
Feedback: Slice-and-dice capability is the ability to look at information from different perspectives.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

206. What compiles information from multiple sources and tailors it to meet user needs?
A. drill-down
B. sensitivity analysis
C. what-if analysis
D. digital dashboard
Feedback: Digital dashboards compile information from multiple sources and tailor it to meet user needs.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

207. What rotates data to display alternative presentations of the data?
A. drill-down
B. sensitivity analysis

C. what-if analysis
D. pivot
Feedback: Pivot rotates data to display alternative presentations of the data.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

208. Online transaction processing (OLTP) and online analytical processing (OLAP) are similar MIS strategies used to help with business decision making. What is the primary difference between OLTP and OLAP?
A. OLTP is used at the operational level; OLAP is used at the managerial level
B. OLTP is used to capture transactional and event data; OLAP is used to manipulate information
C. OLTP is used to support structured decisions; OLAP is used to support semistructured decisions
D. All of these are correct.
Feedback: Online transaction processing (OLTP) is the capturing of transaction and event information using technology to (1) process the information according to defined business rules, (2) store the information, and (3) update existing information to reflect the new information. It is used at the operational level and to support structured decisions. Online analytical processing (OLAP) is the manipulation of information to create business intelligence in support of strategic decision making. It is used at the managerial level and to support semistructured decisions.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Scrambling: Locked
Accessibility: Keyboard Navigation

209. An optimization analysis finds the optimum value for a target variable by repeatedly changing other variables, subject to specified constraints. What can a manager determine by changing revenue and cost variables in an optimization analysis?
A. calculate the highest potential profits
B. calculate employee benefit payments
C. use this as an extension for a digital dashboard
D. create production schedules
Feedback: An optimization analysis finds the optimum value for a target variable by repeatedly changing other variables, subject to specified constraints. By changing revenue and cost variables in an optimization analysis, managers can calculate the highest potential profits.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and

explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

210. What is the analysis that works in reverse to what-if and sensitivity analysis by finding the inputs necessary to achieve a goal, such as a desired level of output?
A. solutions-based analysis
B. optimization system
C. goal-seeking analysis
D. revenue analysis
Feedback: A goal-seeking analysis works in reverse to what-if and sensitivity analysis, and finds the inputs necessary to achieve a goal such as a desired level of output.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

211. Decision making at the executive or strategic level requires business intelligence and knowledge to support the uncertainty and complexity of the business. What is a specialized DSS that supports senior-level executives and unstructured decisions requiring judgment, evaluation, and insight?
A. OLTP
B. Executive Information System (EIS)
C. Transaction Support System (TSS)
D. Decision Support System (DSS)
Feedback: An EIS or executive information system is a specialized DSS that supports senior-level executives and unstructured, long-term, nonroutine decisions requiring judgment, evaluation, and insight.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

212. Executives of a company deal less with details of the operational activities and more with the higher meaningful aggregations of information, or "coarser" information. What refers to the level of detail in the model?
A. drill-down
B. visualization
C. granularity
D. consolidation
Feedback: Granularity refers to the level of detail in the model or the decision-making process.
Difficulty: 1 Easy
Blooms: Remember

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

213. How does a DSS typically differ from an EIS?
A. EIS requires data from external sources to support unstructured decisions; DSS typically use internal sources to support semistructured decisions.
B. DSS typically use external sources, and EIS use internal sources to support decisions.
C. DSS never use external sources.
D. EIS always use internal sources to support structured decisions.
Feedback: DSS (decision support system) differs from EIS (executive information system) primarily because EIS require data from external sources to support unstructured decisions where DSS typically use internal sources to support semistructured decisions.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Accessibility: Keyboard Navigation

214. What is a graphical display of patterns and complex relationships in large amounts of data?
A. visualization
B. model
C. table
D. digital spreadsheet
Feedback: Visualizations produce graphical displays of patterns and complex relationships in large amounts of data.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

215. What is a common tool used to support visualizations and that tracks KPIs and CSFs by compiling information from multiple sources?
A. models
B. digital dashboards
C. neural networks
D. verified graphs
Feedback: Digital dashboards track KPIs and CSFs by compiling information from multiple sources and tailoring it to meet user needs.
Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and

explain how managers can use these systems to make decisions and gain competitive advantages.
Accessibility: Keyboard Navigation

216. Artificial intelligence stimulates human thinking and behavior, such as the ability to reason and learn. What is the ultimate goal of AI?
A. to build an intelligent system
B. to build an intelligent agent
C. to build a system that can mimic human intelligence
D. to build a system that can mimic an expert agent
Feedback: The ultimate goal of AI is to build a system that can mimic human intelligence.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

217. What types of business decisions would an EIS use AI for?
A. semistructured decisions
B. multistructured decisions
C. structured decisions
D. unstructured decisions
Feedback: Executive information systems utilize artificial intelligence to support unstructured strategic decision making.
Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

218. Which of the following business ideas is *not* using AI?
A. Best Buy implements a software system that will determine how many customers are needed to increase gross profits to $5 million.
B. McDonald's unveils a robot that cleans and tidies the restaurant, while also asking guests if it can take their trays to the trash.
C. Starbucks creates a system that works like a hand and lifts and moves the mixing pots for the coffees to and from the coffee machines to the counters.
D. Golf courses create an automated golf cart that can offer swing suggestions, club suggestions, and even navigate the course for the driver.
Feedback: Artificial Intelligence simulates human thinking and behavior such as the ability to reason and learn. Its ultimate goal is to build a system that can mimic human intelligence.
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

219. Which of the following is an example of an intelligent system?
A. the firefighter robot that can extinguish flames at chemical plants
B. Shell Oil's Smart Pump robot that pumps gas for the customer
C. a robot that cleans and sweeps at a local airport

D. All of these are correct.
Feedback: Intelligent systems are various commercial applications of artificial intelligence. They perform numerous business functions such as 1) performing tasks to boost productivity in factories by monitoring equipment and signaling when preventative maintenance is required, 2) at Manchester Airport, the robot cleaner alerts passengers to security, nonsmoking areas, and cleans the floors daily, 3) Shell Oil's Smart Pump keeps drivers in their cars, while the robot pumps gas, 4) Matsushita's courier robot navigates hospital hallways, delivering files and supplies, and 5) the firefighter robot that can extinguish flames at chemical plants.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Scrambling: Locked
Accessibility: Keyboard Navigation

220. Which of the following does *not* represent a category of AI?
A. genetic algorithms
B. neural networks
C. expert systems
D. consolidation
Feedback: The five most familiar AI systems are 1) expert systems, 2) neural networks, 3) genetic algorithms, 4) intelligent agents, and 5) virtual reality. Consolidation is a category of a digital dashboard.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

221. Which of the following is offered by a digital dashboard?
A. consolidation
B. drill-down
C. slice-and-dice
D. All of these are correct.
Feedback: Digital dashboards offer 1) consolidation, 2) drill-down, and 3) slice-and-dice capabilities.

Difficulty: 1 Easy
Blooms: Remember
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Scrambling: Locked
Accessibility: Keyboard Navigation

222. Which of the following would *not* be found in a digital dashboard for a manufacturing team?
A. a graph of stock market prices
B. a running line graph of planned versus actual production for the past 24 hours
C. an excel spreadsheet with cost analysis data
D. a hot list of key performance indicators, refreshed every 15 minutes

Feedback: Examples of potential features included in a dashboard designed for a manufacturing team include 1) a hot list of key performance indicators, refreshed every 15 minutes, 2) a running line graph of planned versus actual production for the past 24 hours, 3) a table showing actual versus forecasted product prices and inventories, 4) a list of outstanding alerts and their resolution status, and 5) a graph of stock market prices.

Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 2 Medium
Blooms: Understand
Topic: Support Enhancing Decision Making with MIS
Accessibility: Keyboard Navigation

223. As the product manager for the eatery division at Whole Foods, Jerry is responsible for analyzing sales data to help him manage his team. Today Jerry is analyzing his data using many different perspectives to identify different ways to improve his division. Which of the following common digital dashboard capabilities is Jerry using to analyze his department's success?

A. slice-and-dice
B. pivot
C. drill-down
D. consolidation

Feedback: Slice-and-dice is the ability to look at information from different perspectives.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

224. As the product manager for the eatery division at Whole Foods, Jerry is responsible for analyzing sales data to help him manage his team. Today Jerry is analyzing his data using aggregation techniques allowing him to see simple roll-ups to complex groupings of interrelated information. Which of the following common digital dashboard capabilities is Jerry using to analyze his department's success?

A. slice-and-dice
B. pivot
C. drill-down
D. consolidation

Feedback: Consolidation is the aggregation of data from simple roll-ups to complex groupings of interrelated information.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

225. As the product manager for the eatery division at Whole Foods, Jerry is responsible for analyzing sales data to help him manage his team. Today Jerry is analyzing his data by looking at details, and details of details, of information. Which of the following common digital dashboard capabilities is Jerry using to analyze his department's success?
A. slice-and-dice
B. pivot
C. drill-down
D. consolidation
Feedback: Drill-down enables users to view details, and details of details, of information.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

226. Van Lines Inc. is a large corporation operating in all 50 states. Jim Poulos is the regional manager overseeing the western division, which includes Utah, Colorado, Idaho, Montana, Wyoming, and Nevada. Jim receives data from his managers in each state which he loads into his digital dashboard for analysis of his entire western division. What digital dashboard capability is Jim primarily using?
A. drill-down
B. slice-and-dice
C. intelligent system
D. consolidation
Feedback: Consolidation is the aggregation of data from simple roll-ups to complex groupings of interrelated information. For example, data for different sales regions can then be rolled up to a regional level.

Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

227. Which of the following is the most commonly used form of AI in the business arena?
A. intelligent system
B. artificial intelligence
C. expert system
D. neural network
Feedback: Expert systems are the most common.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

228. What is a system that uses computerized advisory programs to imitate the reasoning processes of experts in solving difficult problems?

A. expert system
B. virtual reality
C. neural network
D. genetic algorithm
Feedback: A system that uses computerized advisory programs to imitate the reasoning processes of experts in solving difficult problems is an expert system.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future Artificial Intelligence
Accessibility: Keyboard Navigation

229. Which category of AI is used extensively in the finance industry to analyze situations where the logic or rules are unknown?
A. expert system
B. virtual reality
C. neural network
D. genetic algorithm
Feedback: The finance industry is a veteran in the use of neural networks to emulate the way the human brain works by analyzing large quantities of information to establish patterns and characteristics in situations where the logic or rules are unknown.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

230. Which of the following is *not* a feature of a neural network?
A. Neural networks can cope with huge volumes of information with many variables.
B. Neural networks can function without complete or well-structured information.
C. Neural networks can analyze linear relationships only.
D. Neural networks can learn and adjust to new circumstances on their own.
Feedback: Neural networks' many features include 1) learning and adjusting to new circumstances on their own, 2) functioning without complete or well-structured information, 3) coping with huge volumes of information with many dependent variables, and 4) analyzing nonlinear relationships in information.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

231. What is the mathematical method of handling imprecise or subjective information?
A. fuzzy logic
B. virtual reality
C. expert system
D. genetic algorithm

Feedback: A mathematical method of handling imprecise or subjective information is fuzzy logic.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

232. What is a category of AI that attempts to emulate the way the human brain works?
A. intelligent system
B. artificial intelligence
C. expert systems
D. neural network
Feedback: This is the definition of neural network.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

233. Which industry has been relying on neural network technology for over two decades?
A. food service
B. hotels
C. finance
D. healthcare
Feedback: Finance has been relying on neural network technology for over two decades.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

234. Which type of AI system assigns values of 0 and 1 to vague or ambiguous information?
A. genetic algorithms
B. artificial intelligence
C. fuzzy logic
D. intelligent agents
Feedback: Fuzzy logic systems assign values of 0 and 1 to vague and ambiguous information.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

235. What is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.
A. augmented reality
B. mutation
C. fuzzy logic

D. shopping bot
Feedback: Mutation is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

236. What is an optimizing system that can find and evaluate solutions with many more possibilities, faster and more thoroughly than a human?
A. genetic algorithm
B. expert system
C. intelligent agent
D. virtual reality
Feedback: The artificial intelligence system that is an optimizing system that can find and evaluate solutions with many more possibilities, faster and more thoroughly than a human, is genetic algorithm.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

237. What is software that will search several retailer websites and provide a comparison of each retailer's offerings, including prices and availability?
A. augmented reality
B. mutation
C. fuzzy logic
D. shopping bot
Feedback: A shopping bot is software that will search several retailer websites and provide a comparison of each retailer's offerings including prices and availability.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

238. What is a special-purpose knowledge-based information system that accomplishes specific tasks on behalf of its users?
A. intelligent system
B. artificial intelligence
C. neural network
D. intelligent agent
Feedback: An intelligent agent is a special-purpose knowledge-based information system that accomplishes specific tasks on behalf of its users.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions

Accessibility: Keyboard Navigation

239. What do cargo transport systems, book distribution centers, the video game market, a flu epidemic, and an ant colony have in common?
A. They are all expert systems.
B. They are all genetic algorithm systems.
C. They are all neural network systems.
D. They are all complex adaptive systems.
Feedback: They are all complex adaptive systems.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

240. Sears department stores used to plant employees in competitors' stores to perform research and analysis. Recently the company implemented a system that can search competitor websites and provide comparisons of price, promotions, and availability and the system is saving time, money, and resources. What type of system did Sears implement?
A. shopping algorithm
B. shopping network
C. shopping logic
D. shopping bot
Feedback: A shopping bot is software that will search several retailer websites and provide a comparison of each retailer's offerings including price and availability.

Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

241. What is the process of learning from ecosystems and adapting their characteristics to human and organization situations?
A. data collection
B. artificial intelligence
C. biomimicry
D. intelligent system
Feedback: Biomimicry is the process of learning from ecosystems and adapting their characteristics to human and organization situations.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

242. Which of the following offers an example of an intelligent agent that uses a multi-agent system?
A. a cargo transport system
B. book distribution center
C. a flu epidemic
D. All of these are correct.

Feedback: An intelligent agent that utilizes a multi-agent system includes 1) a cargo transport system, 2) book distribution centers, 3) the video game market, 4) and a flu epidemic.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Scrambling: Locked
Accessibility: Keyboard Navigation

243. Which of the following is a special-purpose knowledge-based information system that accomplishes specific tasks on behalf of its users?
A. intelligent agent
B. executive agent
C. expert agent
D. modeling system
Feedback: Intelligent agent is a special-purpose knowledge-based information system that accomplishes specific tasks on behalf of its users.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

244. What is the term for viewing of the physical world with computer-generated layers of information added to it?
A. augmented reality
B. Google Glass
C. haptic interface
D. virtual reality
Feedback: Augmented reality is the viewing of the physical world with computer-generated layers of information added to it.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

245. What is a wearable computer with an optical head-mounted display (OHMD)?
A. augmented reality
B. Google Glass
C. haptic interface
D. virtual reality
Feedback: Google Glass is a wearable computer with an optical head-mounted display (OHMD).

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

246. What uses technology allowing humans to interact with a computer through bodily sensations and movements—for example, a cell phone vibrating in your pocket?
A. augmented reality
B. Google Glass
C. haptic interface
D. virtual reality
Feedback: Haptic interface uses technology allowing humans to interact with a computer through bodily sensations and movements—for example, a cell phone vibrating in your pocket.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

247. What is augmented reality?
A. the viewing of the physical world with computer-generated layers of information added to it
B. a wearable computer with an optical head-mounted display (OHMD)
C. uses technology allowing humans to interact with a computer through bodily sensations and movements
D. a work environment that is not located in any one physical space
Feedback: Augmented reality is the viewing of the physical world with computer-generated layers of information added to it.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

248. What is Google Glass?
A. the viewing of the physical world with computer-generated layers of information added to it
B. a wearable computer with an optical head-mounted display (OHMD)
C. uses technology allowing humans to interact with a computer through bodily sensations and movements
D. a work environment that is not located in any one physical space
Feedback: Google Glass is a wearable computer with an optical head-mounted display (OHMD).

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

249. What is a haptic interface?
A. the viewing of the physical world with computer-generated layers of information added to it
B. a wearable computer with an optical head-mounted display (OHMD)
C. uses technology allowing humans to interact with a computer through bodily sensations and movements
D. a work environment that is not located in any one physical space
Feedback: A haptic interface uses technology allowing humans to interact with a computer through bodily sensations and movements.

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Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

250. What is a virtual workplace?
A. the viewing of the physical world with computer-generated layers of information added to it
B. a wearable computer with an optical head-mounted display (OHMD)
C. uses technology allowing humans to interact with a computer through bodily sensations and movements
D. a work environment that is not located in any one physical space
Feedback: A virtual workplace is a work environment that is not located in any one physical space.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

251. Bob Silver loves playing a game called World of Warcraft where he has the capability to create his own character and even his own life-like environment. Into which AI system would you categorize World of Warcraft?
A. multi-agent system
B. expert system
C. virtual reality
D. fuzzy logic system
Feedback: Virtual reality a computer-simulated environment that can be a simulation of the real world or an imaginary world. It is a fast growing area of AI that had its origins in efforts to build more natural, realistic, multisensory human computer interfaces.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Accessibility: Keyboard Navigation

252. What is the viewing of the physical world with computer-generated layers of information added to it?
A. virtual reality
B. augmented reality
C. virtual workforce
D. All of these are correct.
Feedback: Augmented reality is the viewing of the physical world with computer-generated layers of information added to it.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Scrambling: Locked
Accessibility: Keyboard Navigation

253. What is the term for a computer-simulated environment that can be a simulation of the real world or an imaginary world?
A. virtual reality
B. augmented reality
C. virtual workforce
D. All of these are correct.
Feedback: Virtual reality is a computer-simulated environment that can be a simulation of the real world or an imaginary world.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Scrambling: Locked
Accessibility: Keyboard Navigation

254. Which business process would you find in the marketing and sales division?
A. manufacturing inventory
B. enrolling employees in health care benefits
C. promoting of discounts
D. creating financial statements
Feedback: Samples of business processes for the marketing and sales division of a company include 1) promoting of discounts, 2) communicating marketing campaigns, 3) attracting customer, and 4) processing sales.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

255. Which of the following departments is primarily responsible for promoting discounts, attracting customers, and communicating marketing campaigns?
A. Accounting and Finance
B. Marketing and Sales
C. Operations Management
D. Human Resources
Feedback: The Marketing and Sales division is responsible for the business processes of promoting of discounts, communicating marketing campaigns, attracting customers, and processing sales.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

256. Which of the following represents a business process you would find in the operations management department?
A. ordering inventory
B. processing sales
C. promoting discounts
D. paying of accounts payable

Feedback: Samples of business processes for the operations management division of a company include 1) ordering inventory, 2) creating production schedules, and 3) manufacturing goods.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

257. Which of the below represents business processes you would find in the human resources department?
A. Hiring employees
B. Enrolling employees in benefit plans
C. Tracking vacation and sick time
D. All of these are correct.
Feedback: Some sample business processes included within the human resources division of a company include 1) hiring employees, 2) enrolling employees in health care or other benefit plans, and 3) tracking vacation and sick time.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Evaluating Business Processes
Scrambling: Locked
Accessibility: Keyboard Navigation

258. What is the difference between customer-facing processes and business-facing processes?
A. Business-facing processes are front-office processes, customer-facing processes are back-office processes.
B. Customer-facing processes are front-office processes, business-facing processes are back-office processes.
C. Customer-facing processes are back-office processes, and industry-specific customer-facing processes are back-office processes.
D. Customer-facing processes are back-office processes, and industry-specific customer-facing processes are front-office processes.
Feedback: Customer-facing processes, also called front-office processes, result in product service received by an organization's external customer. Business-facing processes, also called back-office processes, are invisible to the external customer but essential to the effective management of the business.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

259. Which of the following is a customer-facing process?
A. communicating with customers
B. strategic goal setting
C. providing performance feedback and rewards
D. purchasing raw materials

Feedback: Customer-facing processes result in a product or service received by an organization's external customer and includes fulfilling orders, communicating with customers, sending out bills, and marketing information.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

260. Which of the following represents a business-facing process?
A. loan processing
B. order processing
C. strategic planning
D. customer billing
Feedback: Business-facing processes, also called back-office processes, are invisible to the external customer but essential to the effective management of the business; they include goal setting, day-to-day planning, giving performance feedback and rewards, and allocating resources.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

261. Most business processes are cross-functional or cross-departmental processes that span the entire organization. Which of the following does *not* represent a cross-functional business process?
A. order-to-delivery process
B. loan processing
C. taking a product from concept to market
D. processing payroll
Feedback: The process of "order to delivery" focuses on the entire customer order process across functional departments. Another example is "product realization," which includes not only the way a product is developed, but also the way it is marketed and serviced. Other cross-functional business processing are taking a product from concept to market, acquiring customers, loan processing, providing post-sales service, claim processing, and reservation handling.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

262. The accounting and finance department performs processes such as creating financial statements, paying accounts payables, and collecting accounts receivables. What form of processes do these represent?
A. customer-facing processes
B. business-facing processes
C. industry-specific customer facing processes

D. All of these are correct.
Feedback: The accounting and finance division in a company creates financial statements, pays the accounts payables, and collects accounts receivables. All of these processes are business-facing processes.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Scrambling: Locked
Accessibility: Keyboard Navigation

263. Which of the following processes focuses on the entire customer order process and operates across functional departments?
A. order to delivery process
B. customer billing process
C. customer loan process
D. All of these are correct.
Feedback: Most business processes are cross-functional or cross-departmental processes and span the entire organization. The process of "order to delivery" focuses on the entire customer order process across functional departments.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Scrambling: Locked
Accessibility: Keyboard Navigation

264. Which processes would be found in the operations management department?
A. creating production schedules
B. communicating marketing campaigns
C. hiring employees
D. processing sales
Feedback: Sample business processes within the operations management division of a company include 1) ordering inventory, 2) creating production schedules, and 3) manufacturing goods.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Evaluating Business Processes
Accessibility: Keyboard Navigation

265. What form of processes include loan processing for a bank, claims processing for an insurance company, reservation processing for a hotel, and baggage handling for an airline?
A. customer-facing processes
B. business-facing processes
C. industry-specific customer-facing processes
D. All of these are correct.

Feedback: Loan processing for a bank, claims processing for an insurance company, reservation processing for a hotel, and baggage handling for an airline are all examples of industry-specific customer-facing processes.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Scrambling: Locked
Accessibility: Keyboard Navigation

266. What type of process includes order processing, customer service processing, sales processing, customer billing processing, and order shipping processing?
A. customer-facing processes
B. business-facing processes
C. industry-specific customer facing processes
D. All of these are correct.
Feedback: Order processing, customer service processing, sales processing, customer billing processing, and order shipping processing are all customer-facing processes.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Scrambling: Locked
Accessibility: Keyboard Navigation

267. When considering the 5 steps of the order-to-delivery business process, creating campaigns and checking inventory are included in which step?
A. Step 4 – Sales
B. Step 1 – Marketing
C. Step 3 – Operations management
D. Step 2 – Customer service
Feedback: When considering the 5 steps of the order-to-delivery business process, Step 1 is marketing, where the business creates campaigns and checks inventory.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

268. When considering the 5 steps of the order-to-delivery business process, supporting sales are included in which step?
A. Step 2 – Sales
B. Step 1 – Marketing
C. Step 3 – Operations management
D. Step 5 – Customer service
Feedback: When considering the 5 steps of the order-to-delivery business process, Step 5 is customer service, which supports sales.

Difficulty: 2 Medium

Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

269. When considering the 5 steps of the order-to-delivery business process, manufacturing goods are included in which step?
A. Step 2 – Sales
B. Step 1 – Marketing
C. Step 3 – Operations management
D. Step 5 – Customer service
Feedback: Step 3 is operations management, which includes manufacturing goods.
Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

270. When considering the 5 steps of the order-to-delivery business process, which step includes places orders, notifies production, and checks credit?
A. Step 2 – Sales
B. Step 1 – Marketing
C. Step 3 – Operations management
D. Step 5 – Customer service
Feedback: Step 2 is sales, which places orders, notifies production, and checks credit.
Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

271. What uses a systematic approach in an attempt to improve business effectiveness and efficiency continuously?
A. static process
B. dynamic process
C. sales process
D. customer service process
Feedback: A static process uses a systematic approach in an attempt to improve business effectiveness and efficiency continuously.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

272. What is continuously changing and provides business solutions to ever-changing business operations?

A. static process
B. dynamic process
C. sales process
D. customer service process
Feedback: A dynamic process continuously changes and provides business solutions to ever-changing business operations.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

273. Managers constantly attempt to optimize _____.
A. static processes
B. dynamic processes
C. sales processes
D. customer service processes
Feedback: Managers constantly attempt to optimize static processes.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Scrambling: Locked
Accessibility: Keyboard Navigation

274. Which of the following is an example of static processes?
A. running payroll
B. calculating taxes
C. creating financial statements
D. All of these are correct.
Feedback: Managers constantly attempt to optimize static processes. Examples of static processes include running payroll, calculating taxes, and creating financial statements.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Scrambling: Locked
Accessibility: Keyboard Navigation

275. Which of the following is an example of dynamic processes?
A. employee layoffs
B. order level changes based on currency rates
C. canceling business travel due to extreme weather
D. All of these are correct.
Feedback: All of these are examples of dynamic processes.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes

Accessibility: Keyboard Navigation

276. Which of the following is an example of dynamic processes?
A. running payroll
B. calculating taxes
C. creating financial statements
D. employee layoffs
Feedback: Employee layoffs is an example of dynamic processes.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

277. Which of the following is an example of static processes?
A. employee layoffs
B. order level changes based on currency rates
C. canceling business travel due to extreme weather
D. creating financial statements
Feedback: Creating financial statements is an example of a static process.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

278. As the business and its strategies change, so do the _____ processes.
A. static
B. dynamic
C. sales
D. customer service
Feedback: As the business and its strategies change, so do the dynamic processes.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Accessibility: Keyboard Navigation

279. Jessica Ulta works as an employee for City Service Credit Union and is responsible for consulting on loans, talking clients through the loan process, and providing loans to members. What type of processes does Jessica primarily work with?
A. business-facing processes
B. industry-specific customer-facing processes
C. customer-facing process
D. industry-specific business-facing processes
Feedback: When considering the business process modeling chart, Jessica is taking part in the industry-specific customer-facing processes depicted in the example.

Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

280. Sarah Schin was recently hired by Bank West as the Global Director of Human Resources. Her job duties include determining employment policies as well as overseeing all hiring, firing, and training of employees. What type of processes does Sarah's new job demonstrate?
A. business-facing processes
B. industry-specific customer facing processes
C. customer-facing processes
D. industry-specific business-facing processes
Feedback: The business-facing processes are 1) strategic planning, 2) tactical planning, 3) budget forecasting, 4) training, and 5) purchasing raw material.
Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

281. Business process modeling, or mapping is the activity of creating a detailed flowchart or process map of a work process that shows its inputs, tasks, and activities in a(n) _____ sequence.
A. unstructured
B. semistructured
C. structured
D. unilateral
Feedback: Business process modeling, or mapping is the activity of creating a detailed flowchart or process map of a work process that shows its inputs, tasks, and activities in a structured sequence.
Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

282. What is a graphical notation that depicts the steps in a business process?
A. business process model nation
B. business practice model notation
C. business process model notation
D. business practice management notes
Feedback: Business process model notation is a graphical notation that depicts the steps in a business process.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

283. What displays the path in which the process flows?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway
Feedback: A BPMN flow displays the path in which the process flows.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

284. What is a task in a business process?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway
Feedback: BPMN activity is a task in a business process.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

285. What is a model that represents the current state of the operation without any specific improvements or changes to existing processes?
A. As-Is process models
B. To-Be process models
C. competitive business process models
D. workflow model
Feedback: The model that represents the current state of the operation that has been mapped, without any specific improvements or changes to existing processes, is the As-Is process model.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

286. What is the business process model that ensures the process is fully and clearly understood before the details of a process solution are decided upon?
A. As-Is process model
B. business process reengineering model
C. customer facing process
D. To-Be process model
Feedback: The To-Be process model approach ensures that the process is fully and clearly understood before the details of a process solution are decided upon.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling

Accessibility: Keyboard Navigation

287. What is the difference between the As-Is process model and the To-Be process model?
A. The As-Is process model begins with what the process problem is, and the To-Be process model displays how the problem will be solved.
B. The process models are not related.
C. Both process models determine when to solve the problem.
D. The As-Is process model begins with where to implement the solution, and the To-Be process model displays why the problem needs to be fixed.
Feedback: The business process modeling usually begins with a functional process representation. The differences between the two models is that the As-Is process model begins with what the process problem is and the To-Be process model displays how the problem will be solved.
Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

288. What is the primary goal of the As-Is process model?
A. to outline the process elements for the To-Be process
B. to create process choices for the As-Is process
C. to simplify, eliminate, and improve the To-Be process
D. to analyze the To-Be process elements
Feedback: The primary goal of the As-Is process model is to simplify, eliminate, and improve the To-Be processes.
Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

289. The local florist in town is Cheryl Steffan who has been in business for over 20 years. Recently, Cheryl has noticed several complaints about delivery errors. Cheryl decides to investigate the errors in her business delivery process and finds that most of the inaccuracies occur during order taking. Cheryl decides to implement an electronic ordering system to help improve order efficiency and effectiveness. What method did Cheryl follow to solve her delivery issues?
A. modeled the As-Is process, fixed the errors, and then created the To-Be process
B. modeled the To-Be process, fixed the errors, and then created the As-Is process
C. moved directly to implementing the To-Be process without analyzing the As-Is process
D. moved directly to implementing the As-Is process without analyzing the To-Be process
Feedback: The As-Is process model has the primary goals to simplify, eliminate, and improve the processes by defining the most efficient and effective process.
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Difficulty: 3 Hard
Blooms: Analyze

Accessibility: Keyboard Navigation

290. What is the primary goal of using As-Is and To-Be process models?
A. to determine employee specific errors
B. to determine measurement metrics
C. to determine the best way to solve a proble
D. to determine what the problem is and then how to solve the problem
Feedback: The primary goals of the As-Is and the To-Be process models is to determine what the problem is and how to solve the problem.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

291. What is anything that happens during the course of a business process?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway
Feedback: A BPMN event is anything that happens during the course of a business process.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

292. What is used to control the flow of a process?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway
Feedback: A BPMN gateway is used to control the flow of a process.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

293. What is represented by a circle in a business process model?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway
Feedback: A BPMN event is represented by a circle in a business process model.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

294. What is represented by a rounded-corner rectangle in a business process model?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway
Feedback: An activity is represented by a rounded-corner rectangle in a business process model.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

295. What is represented by a diamond shape in a business process model?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway
Feedback: Gateways are represented by a diamond shape in a business process model.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Accessibility: Keyboard Navigation

296. What is represented by arrows in a business process model?
A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway
Feedback: Flows are represented by arrows in a business process model.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Scrambling: Locked
Accessibility: Keyboard Navigation

297. Which of the below examples indicates when the time is right to initiate a business process change?
A. The market being served makes a distinctive shift.
B. The company is below industry benchmarks on its core processes.
C. The company strategically passes or leapfrogs the competition on key decisions to regain competitive advantage.
D. All of these are correct.
Feedback: The three conditions that indicate the time is right to initiate a business process change are 1) there has been a pronounced shift in the market the process was designed to serve, 2) the company is markedly below industry benchmarks on its core processes, and 3) to regain competitive advantage, the company must leapfrog competition on key dimensions.

Difficulty: 2 Medium
Blooms: Understand

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Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Scrambling: Locked
Accessibility: Keyboard Navigation

298. What is a workflow control system?
A. monitors processes to ensure tasks, activities, and responsibilities are executed as specified
B. includes the tasks, activities, and responsibilities required to execute each step in a business process
C. attempts to understand and measure the current process and make performance improvements accordingly
D. All of these are correct.
Feedback: Workflow control systems monitor processes to ensure tasks, activities, and responsibilities are executed as specified.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

299. What includes the tasks, activities, and responsibilities required to execute each step in a business process?
A. workflow
B. swim lane
C. automation
D. streamlining
Feedback: Workflow includes the tasks, activities, and responsibilities required to execute each step in a business process.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

300. What is the process of computerizing manual tasks, making them more efficient and effective and dramatically lowering operational costs?
A. workflow
B. swim lane
C. automation
D. streamlining
Feedback: Automation is the process of computerizing manual tasks, making them more efficient and effective and dramatically lowering operational costs.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

301. Transaction processing systems are primarily used to automate business processes. Automation increases efficiency and effectiveness while reducing head count, which in turn reduces the overall operational _____.

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A. costs
B. systems
C. revenues
D. intelligence
Feedback: Automation increases efficiency and effectiveness while reducing head count, which in turn reduces the overall operational costs.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

302. Review the following list of key terms and determine which one typically occurs during operational business process improvement.
A. automation
B. streamlining
C. reengineering
D. improvement
Feedback: Automation typically occurs during operational business process improvement.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Scrambling: Locked
Accessibility: Keyboard Navigation

303. What are operational business processes?
A. dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements
C. static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes
D. None of these are correct.
Feedback: Operational business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

304. What are static, routine, daily business processes, such as stocking inventory, checking out customers, or daily opening and closing processes?
A. operational business processes
B. managerial business processes
C. strategic business processes
D. success business processes
Feedback: Operational business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
Difficulty: 1 Easy

Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

305. Changing business processes with MIS outlines how to improve the three levels of business processes: operational, managerial, and strategic. From operational to strategic, what are the three major improvement strategies that the author describes?
A. automation – streamlining – reengineering
B. artificial intelligence – streamlining – reengineering
C. automation – workflow – reinvention
D. automation – consolidating – restructuring
Feedback: Changing business processes with MIS outlines how to improve the three levels of business processes: operational, managerial, and strategic. From operational to strategic, the three major improvement strategies are automation – streamlining – reengineering.
Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

306. Which process attempts to understand and measure the current process and make improvements?
A. business process mapping
B. business process reengineering
C. business process improvement
D. business process model
Feedback: The business process improvement attempts to understand and measure the current process and make performance improvements accordingly.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

307. Review the following list of key terms and determine which one typically occurs during managerial business process improvement.
A. automation
B. streamlining
C. reengineering
D. improvement
Feedback: Streamlining typically occurs during managerial business process improvement.
Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

308. Several factors can accelerate the need for a company to make business improvement processes. What is the most obvious factor?

A. market shifts
B. technology
C. discoveries
D. bottlenecking
Feedback: Several factors can accelerate the need for a company to make business improvement processes. The most obvious factor by far is technology.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

309. What improves managerial level business processes?
A. performance measures
B. bottlenecks
C. redundancy
D. streamlining
Feedback: The factor that improves the managerial level business processes is streamlining, which improves business process efficiencies by simplifying or eliminating unnecessary steps.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

310. What improves business process efficiencies by simplifying or eliminating unnecessary steps?
A. workflow
B. swim lane
C. automation
D. streamlining
Feedback: Streamlining improves business process efficiencies by simplifying or eliminating unnecessary steps.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

311. What occurs when resources reach full capacity and cannot handle any additional demands limiting throughput and impeding operations?
A. bottlenecks
B. redundancy
C. automation
D. streamlining
Feedback: Bottlenecks occurs when resources reach full capacity and cannot handle any additional demands limiting throughput and impeding operations.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes

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312. What occurs when a task or activity is unnecessarily repeated?
A. bottlenecks
B. redundancy
C. automation
D. streamlining
Feedback: Redundancy occurs when a task or activity is unnecessarily repeated.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
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313. Automating a business process that contains _____ or _____ will magnify or amplify these problems if they are not corrected first.
A. bottlenecks; regulations
B. redundancies; regulations
C. bottlenecks; redundancies
D. redundancies; swim lanes
Feedback: Automating a business process that contains bottlenecks or redundancies will magnify or amplify these problems if they are not corrected first.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
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314. What are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements?
A. Operational business processes.
B. Managerial business processes.
C. Strategic business processes.
D. Success business processes.
Feedback: Managerial business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Scrambling: Locked
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315. What are managerial business processes?
A. dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements
C. static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes
D. None of these are correct.

Feedback: Managerial business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Scrambling: Locked
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316. What are strategic business processes?
A. dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements
C. static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes
D. None of these are correct.
Feedback: Strategic business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
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317. Review the following list of key terms and determine which one typically occurs during strategic business process improvement.
A. automation
B. streamlining
C. reengineering
D. improvement
Feedback: Reengineering typically occurs during strategic business process improvement.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
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318. What are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions?
A. Operational business processes.
B. Managerial business processes.
C. Strategic business processes.
D. Success business processes.
Feedback: Strategic business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
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319. Fedex is a great example of a company that created a competitive advantage through combining MIS and _____.
A. traditional distribution and logistics processes
B. logistic processes and an As-Is process model
C. artificial intelligence and As-Is process model
D. swim lanes and logistic processes
Feedback: Fedex is a great example of a real life company that created a competitive advantage through combining MIS and traditional distribution and logistics processes.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS
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320. What is the analysis and redesign of workflow within and between enterprises?
A. critical success factors (CSFs)
B. benchmarking metrics
C. business process reengineering (BPR)
D. decision support interfaces (DSI)
Feedback: Business process reengineering (BPR) is the analysis and redesign of workflow within and between enterprises.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Scrambling: Locked
Accessibility: Keyboard Navigation

321. What does BPR assume about the current process in the extreme?
A. current process is irrelevant
B. current process is broken
C. current process must be overhauled from scratch
D. All of these are correct.
Feedback: BPR in the extreme assumes the current process is irrelevant, broken, or must be overhauled.

Difficulty: 1 Easy
Blooms: Remember
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

322. Which represents the four main steps in the business process reengineering?
A. set project problem, study competition, create new products, and implement solution
B. set project scope, study competition, create new products, and implement solution
C. set project scope, study competition, create new processes, and implement solution
D. study competition, set project scope, create new processes, and implement solutions

Feedback: The four main steps in the business process reengineering model include 1) set project scope, 2) study competition, 3) create new processes, and 4) implement solution.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS
Scrambling: Locked
Accessibility: Keyboard Navigation

323. Which of the following explains why a company would implement a BPR strategy?
A. to encourage competition
B. to decrease customers
C. to create value for the customer
D. all of these are correct.
Feedback: Creating value for the customer is the leading reason a company would implement a BPR strategy, and MIS often plays an important enabling role.

Difficulty: 2 Medium
Blooms: Understand
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Accessibility: Keyboard Navigation

324. Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Feedback: Decision-making skills are essential for all business professionals at every company level who make decisions that run the business. At the operational level, employees develop, control, and maintain core business activities required to run the day-to-day operations. Operational decisions are considered structured decisions, which arise in situations where established processes offer potential solutions. Structured decisions are made frequently and are almost repetitive in nature; they affect short-term business strategies. At the managerial level, employees are continuously evaluating company operations to hone the firm's abilities to identify, adapt to, and leverage change. Managerial decisions cover short- and medium-range plans, schedules, and budgets along with policies, procedures, and business objectives for the firm. These types of decisions are considered semistructured decisions; they occur in situations in which a few established processes help to evaluate potential solutions, but not enough to lead to a definite recommended decision. At the strategic level, managers develop overall business strategies, goals, and objectives as part of the company's strategic plan. They also monitor the strategic performance of the organization and its overall direction in the political, economic, and competitive business environment. Strategic decisions are highly unstructured decisions, occurring in situations in which no procedures or rules exist to guide decision makers toward the correct choice. They are infrequent, extremely important, and typically related to long-term business strategy.

Learning Outcome: 02-01 Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.
Topic: Making Organizational Business Decisions

Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

325. Define critical success factors (CSFs) and key performance indicators (KPIs), and explain how managers use them to measure the success of MIS projects.
Feedback: Metrics are measurements that evaluate results to determine whether a project is meeting its goals. Two core metrics are critical success factors and key performance indicators. CSFs are the crucial steps companies perform to achieve their goals and objectives and implement their strategies and include creating high-quality products, retaining competitive advantages, and reducing product costs. KPIs are the quantifiable metrics a company uses to evaluate progress toward critical success factors. KPIs are far more specific than CSFs; examples include turnover rates of employees, percentage of help-desk calls answered in the first minute, and number of products returned. It is important to understand the relationship between critical success factors and key performance indicators. CSFs are elements crucial for a business strategy's success. KPIs measure the progress of CSFs with quantifiable measurements, and one CSF can have several KPIs. Of course, both categories will vary by company and industry. Imagine improved graduation rates as a CSF for a college.
Learning Outcome: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs) and explain how managers use them to measure the success of MIS projects.
Difficulty: 3 Hard
Blooms: Analyze
Topic: Metrics: Measuring Success
Accessibility: Keyboard Navigation

326. Classify the different operational support systems, managerial support systems, and strategic support systems, and explain how managers can use these systems to make decisions and gain competitive advantages.
Feedback: Being able to sort, calculate, analyze, and slice-and-dice information is critical to an organization's success. Without knowing what is occurring throughout the organization, there is no way that managers and executives can make solid decisions to support the business. The different operational, managerial, and strategic support systems include: Operational: A transaction processing system (TPS) is the basic business system that serves the operational level (analysts) in an organization. The most common example of a TPS is an operational accounting system such as a payroll system or an order-entry system. Managerial: A decision support system (DSS) models information to support managers and business professionals during the decision-making process. Strategic: An executive information system (EIS) is a specialized DSS that supports senior level executives within the organization.
Topic: Using MIS to Make Business Decisions
Learning Outcome: 02-03 Classify the different operational support systems, managerial support systems, and strategic support systems and explain how managers can use these systems to make decisions and gain competitive advantages.
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

327. Describe artificial intelligence, and identify its five main types.

Feedback: The five most common categories of AI are: 1. Expert systems—computerized advisory programs that imitate the reasoning processes of experts in solving difficult problems. 2. Neural networks—attempts to emulate the way the human brain works. 3. Genetic algorithm—a system that mimics the evolutionary, survival-of-the-fittest process to generate increasingly better solutions to a problem. 4. Intelligent agents—a special-purpose knowledge-based information system that accomplishes specific tasks on behalf of its users. 5. Virtual reality—a computer-simulated environment that can be a simulation of the real world or an imaginary world.

Learning Outcome: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: Using AI to Make Business Decisions
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

328. Explain the value of business processes for a company, and differentiate between customer-facing and business-facing process.
Feedback: A business process is a standardized set of activities that accomplish a specific task, such as processing a customer's order. Business processes transform a set of inputs into a set of outputs (goods or services) for another person or process by using people and tools. Without processes, organizations would not be able to complete activities. Customer-facing processes result in a product or service that is received by an organization's external customer. Business-facing processes are invisible to the external customer but essential to the effective management of the business.

Learning Outcome: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Managing Business Processes
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation

329. Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Feedback: Business process modeling (or mapping) is the activity of creating a detailed flowchart or process map of a work process showing its inputs, tasks, and activities, in a structured sequence. A business process model is a graphic description of a process, showing the sequence of process tasks, which is developed for a specific purpose and from a selected viewpoint. Business process modeling usually begins with a functional process representation of what the process problem is, or an As-Is process model. As-Is process models represent the current state of the operation that has been mapped, without any specific improvements or changes to existing processes. The next step is to build a To-Be process model that displays how the process problem will be solved or implemented. To-Be process models show the results of applying change improvement opportunities to the current (As-Is) process model. This approach ensures that the process is fully and clearly understood before the details of a process solution are decided upon.

Learning Outcome: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Business Process Modeling
Difficulty: 3 Hard
Blooms: Analyze

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330. Differentiate among business process improvements, streamlining, and reengineering.
Feedback: Business process improvement attempts to understand and measure the current process and make performance improvements accordingly. Streamlining improves business process efficiencies by simplifying or eliminating unnecessary steps. Bottlenecks occur when resources reach full capacity and cannot handle any additional demands; they limit throughput and impede operations. Streamlining removes bottlenecks, an important step if the efficiency and capacity of a business process are being increased. Business process reengineering (BPR) is the analysis and redesign of workflow within and between enterprises and occurs at the systems level or companywide level and the end-to-end view of a process.
Learning Outcome: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Using MIS to Improve Business Processes
Difficulty: 3 Hard
Blooms: Analyze
Accessibility: Keyboard Navigation