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Multiple Choice

1. The outcome of the analysis phase is the:
a) Feasibility analysis document
b) System proposal document
c) System specification document
d) System request document
e) Business process document

Ans: b
Response: See Figure 1-3: Systems Development Life Cycle Phases Difficulty: easy

2. The outcome of the planning phase is the:
a) Test plan
b) System proposal document
c) System specification document
d) System request document
e) Business process document

Ans: d
Response: See Figure 1-3: Systems Development Life Cycle Phases
Difficulty: easy

3. The outcome of the design phase is the:
a) Feasibility analysis document
b) System proposal document
c) System specification document
d) System request document
e) Business process document

Ans: c
Response: See Figure 1-3: Systems Development Life Cycle Phases
Difficulty: easy

4. Another outcome of the planning phase is the:
a) Feasibility analysis document
b) Project plan
c) System specification document
d) System proposal document
e) Business process document

Ans: b
Response: See Figure 1-3: Systems Development Life Cycle Phases
Difficulty: easy

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5. Which is NOT true for systems analysts?
a) They create value for an organization
b) They enable the organization to perform work better
c) They do things and challenge the current way that an organization works
d) They play a key role in information systems development projects
e) They are the project sponsors for system proposals

Ans: e
Response: See Introduction
Difficulty: medium

6. Which is NOT an attribute of a systems analyst?
a) Understanding what to change
b) Knowing how to change it
c) Convincing others of the need to change
d) Serving as a change agent
e) Selecting which projects to approve

Ans: e
Response: See The Systems Analyst
Difficulty: easy

7. Which of the following project roles would identify how technology can improve business processes?
a) Systems analyst
b) Business analyst
c) Infrastructure analyst
d) Change management analyst
e) Requirements analyst

Ans: a
Response: See The System Analyst
Difficulty: easy

8. Which of the following project roles would insure that the system conforms to information systems standards?
a) Systems analyst
b) Business analyst
c) Infrastructure analyst
d) Change management analyst
e) Project manager

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Ans: a
Response: See The System Analyst
Difficulty: easy

9. Which of the following project roles would focus on stakeholder requirements?
a) Systems analyst
b) Business analyst
c) Infrastructure analyst
d) Change management analyst
e) Requirements analyst

Ans: e
Response: See The System Analyst
Difficulty: easy

10. Which of the following project roles would serve as a primary point of contact for a project?
a) Systems analyst
b) Business analyst
c) Infrastructure analyst
d) Change management analyst
e) Project sponsor

Ans: e
Response: See Project Identification and Initiation
Difficulty: easy

11. Which of the following project roles would analyze the key business aspects of the system?
a) Systems analyst
b) Business analyst
c) Infrastructure analyst
d) Change management analyst
e) Project manager

Ans: b
Response: See The System Analyst
Difficulty: easy

12. Michaela is a systems analyst who is determining business requirements. What would most likely be the SDLC phase for her?
a) Planning

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b) Analysis
c) Design
d) Implementation
e) Business requirements are not developed by systems analysts, but by business analysts

Ans: b
Response: See Figure 1-3: The Systems Development Life Cycle Phases Difficulty: easy

13. Chang is working on "How will this system work." What SDLC phase is he in?
a) Planning
b) Analysis
c) Design
d) Implementation
e) Transition

Ans: c
Response: See Figure 1-3: The Systems Development Life Cycle Phases
Difficulty: medium

14. Joan's project is to take a fairly straight-forward manual process and make it an electronic process. This will make the processing more efficient. Which of the following requirements analysis strategies is she using?
a) Business process automation
b) Business process improvement
c) Business process internalization
d) Business process reengineering
e) Business process renovation

Ans: a
Response: See Business Process Automation
Difficulty: easy

15. Wayne is a senior director of finance. His company only recently came under Sarbanes-Oxley regulations and is the project sponsor to become compliant. He realizes that examining the as-is system may not be much help as the regulations are so radical that a major analysis and design project must be completed to make the company compliant. He is leaning towards: _____
a) Business process automation
b) Business process improvement
c) Business process internalization
d) Business process reengineering
e) Business process renovation

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Ans: d
Response: See Business Process Reengineering
Difficulty: medium

16. Moderate changes to existing processes falls under the _____ analysis.
a) Business process automation (BPA)
b) Business process improvement (BPI)
c) Business process reengineering (BPR)
d) Business process blue-skying (BPB)
e) Business process efficiency (BPE)

Ans: b
Response: See Business Process Improvement
Difficulty: easy

17. Alice is calculating whether a system will lower costs or increase revenues. What SDLC phase is she in?
a) Planning
b) Analysis
c) Design
d) Implementation
e) Evaluation

Ans: a
Response: See The Systems Development Life Cycle
Difficulty: medium

18. Which was NOT given as a method for determining business requirements?
a) Benchmarking
b) Interviewing
c) Observation
d) Document analysis
e) Questionnaires and surveys

Ans: a
Response: See The Systems Development Life Cycle
Difficulty: medium

19. Which would normally NOT be a reason for a project?
a) When a business need has been identified
b) A consultant has suggested a new customer relationship management system

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c) An open source platform has just come on the market
d) An existing system just isn't working properly and the workaround is tedious
e) To support a new business initiative

Ans: c
Response: See Project Identification and Initiation
Difficulty: medium

20. Which phase is generally the longest and most expensive part of the development process?
a) Planning
b) Analysis
c) Design
d) Implementation
e) Feasibility

Ans: d
Response: See Implementation
Difficulty: easy

21. Because the cost can be immense, _____ is one of the most critical steps in implementation.
a) Documentation
b) Coding
c) Testing
d) Developing a conversion strategy
e) Training

Ans: c
Response: See Implementation
Difficulty: medium

22. PCM Incorporated will need to purchase new servers for a system. This would be a:
a) Development cost
b) Operating cost
c) Ongoing cost
d) Intangible cost
e) Intangible benefit

Ans: a
Response: See Feasibility Analysis
Difficulty: easy

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23. Linda is a clerk in the accounting department. She was interviewed by David and is excited about the proposed system that will utilize electronic funds transfer. This would be an example of _____.
a) Tangible benefit
b) Cash flow
c) Break-even analysis
d) Intangible benefit
e) Return on investment

Ans: d
Response: See Feasibility Analysis
Difficulty: medium

24. Ramya is preparing an economic feasibility study. She has a calculation where she takes total benefits minus total costs and divides that answer by the total costs. She is calculating:
a) Cash flow
b) Return on investment
c) Break-even point
d) Net present value
e) Internal rate of return

Ans: b
Response: See Economic Feasibility
Difficulty: medium

25. Ramona is preparing an economic feasibility study. She is calculating the payback period. She is calculating:
a) Cash flow
b) Return on investment
c) Break-even point
d) Net present value
e) Internal rate of return

Ans: c
Response: See Economic Feasibility
Difficulty: medium

26. Robert is doing an economic analysis using today's dollar values. He is doing:
a) Cash flow analysis
b) Return on investment analysis
c) Break-even point analysis
d) Net present value analysis
e) Internal rate of return analysis

Ans: d

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Response: See Economic Feasibility
Difficulty: medium

27. TJ has prepared a spreadsheet where the total benefits are $182,000; the total cumulative costs are $120,000. The ROI would be:
a) $62,000
b) About 34%
c) About 51.7%
d) About 65.3%
e) Less than 20%

Ans: c
Response: See Economic Feasibility
Difficulty: hard

28. Which of the following project roles would probably make a presentation about the objectives of a proposed project and its benefits to executives who will benefit directly from the project?
a) Requirements analyst
b) Systems analyst
c) Project manager
d) Champion
e) Chief Information Officer (CIO)

Ans: d
Response: See Organizational Feasibility
Difficulty: medium

29. Which is an activity the users probably will NOT do on a project?
a) Make decisions that influence the project
b) Budget funds for the project
c) Perform hands-on activities for the project
d) Be assigned specific tasks to perform (with clear deadlines)
e) Have some official roles on the project team

Ans: b
Response: See Organizational Feasibility
Difficulty: hard

30. The type of skill that is common to systems analysts to deal fairly and honestly with other project team members is:
a) Technical

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b) Business
c) Analytical
d) Interpersonal
e) Ethical

Ans: e
Response: See The Systems Analyst
Difficulty: easy

31. The type of skill that is common to systems analysts to understand how IT can be applied to business situations and to ensure that the IT delivers real business value is:
a) Technical
b) Business
c) Analytical
d) Interpersonal
e) Ethical

Ans: b
Response: See The Systems Analyst
Difficulty: easy

32. Rocky is dealing one-on-one with users and business managers (including some that have little experience with technology). He is demonstrating what system analyst skill?
a) Technical
b) Business
c) Analytical
d) Interpersonal
e) Ethical

Ans: d
Response: See The Systems Analyst
Difficulty: easy

33. Becky is a systems analyst for Laswell Consulting. She is attending a three-day intensive workshop on developing applications in php. What systems analyst skill is she working on?
a) Technical
b) Business
c) Analytical
d) Interpersonal
e) Ethical

Ans: a
Response: See The Systems Analyst
Difficulty: easy

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34. Jack is going over financial numbers for a proposed project. Which of the following system analyst skills is he exhibiting currently?
a) Technical
b) Business
c) Analytical
d) Interpersonal
e) Management

Ans: c
Response: See The Systems Analyst
Difficulty: easy

35. Amy is planning on talking with a clerk and a manager in the accounts payable area, a manager in the procurement department, and two vendors. She is probably doing:
a) Observation
b) Interviews
c) JAD
d) Documentation analysis
e) Organizational Feasibility

Ans: b
Response: See Analysis
Difficulty: easy

36. Kallie is creating use cases, data flow diagrams, and entity relationship diagrams. In what phase of the SDLC would she do this?
a) Planning
b) Analysis
c) Design
d) Construction
e) Implementation

Ans: c
Response: See Figure 1-3: Systems Development Life Cycle Phases
Difficulty: medium

Chapter 1 Questions – True / False

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37. The primary goal of a system is to create value for the organization.

Ans: True
Response: See Introduction
Difficulty: easy

38. Systems analysis and design projects are highly effective, with less than 3% of all projects cancelled or abandoned.

Ans: False
Response: See Introduction
Difficulty: easy

39. Systems that are cancelled or abandoned are frequently due to a lack of clarity about how the system should support an organization's goals and improve processes..

Ans: True
Response: See Introduction
Difficulty: easy

40. The key person in the SDLC is the systems analyst who analyzed the business situation, identifies opportunities for improvements and design an information system to implement the improvements.

Ans: True
Response: See Introduction
Difficulty: easy

41. Systems analysts are generally experts in business, finance, and application development.

Ans: False
Response: See The Systems Analyst
Difficulty: medium

42. When compared to a business analyst, the systems analyst will identify how the system will provide business value.

Ans: False

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Response: See Project Identification and Initiation
Difficulty: medium

43. The business analyst role focuses on the business issues surrounding the system.

Ans: False
Response: See The Systems Analyst
Difficulty: easy

44. When compared to a systems analyst, the business analyst will probably have more responsibility for determining business value.

Ans: True
Response: See Project Identification and Initiation
Difficulty: easy

45. Because of the need to be focused on providing information about the business value of a system, a systems analyst will probably have much training or experience in programming or application development.

Ans: False
Response: See The Systems Analyst
Difficulty: easy

46. The requirements analyst role includes complete and accurate determination of what the system requirements consist of for all stakeholders.

Ans: True
Response: See The Systems Analyst
Difficulty: easy

47. The SDLC generally can be broken into four phases: planning, analysis, design and implementation.

Ans: True
Response: See The Systems Development Life Cycle
Difficulty: easy

48. In SDLC, analysis is generally divided into three steps: understanding the as-is system; developing a cost-benefit analysis; and understanding the technical feasibility.

Ans: False
Response: See The Systems Development Life Cycle

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Difficulty: easy

49. Anne has asked users and managers to identify problems with the as-is system and to describe how to solve them in the to-be system. She is probably in the analysis phase of SDLC.

Ans. True
Response: See The Systems Development Life Cycle
Difficulty: easy

50. Determining business requirements is generally done in the planning phase of the SDLC.

Ans: False
Response: See Figure 1-3: Systems Development Life Cycle Phases
Difficulty: easy

Difficulty: easy

51. The primary output of the planning phase is the system request.

Ans: True
Response: See Figure 1-3: Systems Development Life Cycle Phases
Difficulty: easy

52. The primary output of the analysis phase is the system proposal.

Ans: True
Response: See Figure 1-3: Systems Development Life Cycle Phases
Difficulty: easy

53. The normal sequence of SDLC phase outputs (from beginning to end) would be: system request; system proposal; system specifications; and installed system.

Ans: True
Response: See Figure 1-3: Systems Development Life Cycle Phases
Difficulty: easy

54. The question 'Can we build it' is asked in the design phase.

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Ans: False
Response: See The Systems Development Life Cycle
Difficulty: easy

55. Interviewing is generally done in the analysis phase of the SDLC.

Ans: True
Response: See Figure 1-3: Systems Development Life Cycle Phases
Difficulty: easy

56. Juan is creating use cases. He is working in the design phase of the SDLC.

Ans: False
Response: See Figure 1-3: Systems Development Life Cycle Phases
Difficulty: easy

57. The planning phase of the SDLC will have two steps: project initiation and requirements determination.

Ans: False
Response: See Planning
Difficulty: easy

58. The three feasibility analyses in the text were: organizational feasibility, technical feasibility, and economic feasibility.

Ans: True
Response: See Planning
Difficulty: easy

59. Developing navigation methods, database, and file specifications and what architecture to use would occur in the design phase of the SDLC.

Ans: True
Response: See Design
Difficulty: easy

60. A support plan for the system is established in the implementation phase of the SDLC.

Ans: True
Response: See Implementation
Difficulty: easy

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61. The project sponsor should have an idea of the business value to be gained from the system.

Ans: True
Response: See Project Identification and Initiation
Difficulty: easy

62. The document that describes the business reasons for building a system and the value that the system is expected to provide is called the "System Proposal."

Ans: False
Response: See System Request
Difficulty: easy

63. A system request will generally have these items: project sponsor; business need; business requirements; business value; special issues or constraints.

Ans: True
Response: See System Request
Difficulty: medium

64. The three factors in the text for a feasibility analysis are: technical feasibility; organizational feasibility and economic feasibility.

Ans: True
Response: See Feasibility Analysis
Difficulty: easy

65. If the development team of an organization is not familiar with the technologies that may be used, the project should be cancelled.

Ans: False
Response: See Technical Feasibility
Difficulty: medium

66. User training with a proposed system would fall under intangible costs.

Ans: True
Response: See Economic Feasibility
Difficulty: medium

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67. Using 'net present value' in calculating economic feasibility will allow for variations in the time value of money.

Ans: True
Response: See Economic Feasibility Difficulty: easy

68. To be compatible, all costs and benefits should use the current value of money since variations over time will (a) not affect the return on investment and (b) it is difficult (or impossible) to estimate future value of money.

Ans: False
Response: See Economic Feasibility Difficulty: medium

69. Numerous studies report that projects involving information technology experience failure rates from 30% - 70%.

Ans: True
Response: See Introduction
Difficulty: medium

70. The champion supports the project with resources and political support.

Ans: True
Response: See Organizational Feasibility
Difficulty: medium

Essays:

71. Can the project sponsor and the project champion be the same person? Explain.

Ans: Yes. On smaller projects they might be, on larger projects you might have more than one sponsor or more than one champion; or they might just be different people.
Response: See Organizational Feasibility
Difficulty: medium

72. What calculations are used in economic feasibility?

Ans: Return on investment; NPV – net present value of money; break-even analysis; cost/benefit analysis

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Response: See Feasibility Analysis
Difficulty: medium

73. What is the difference between a systems analyst and a business analyst?

Ans: A systems analyst interfaces between the business side and the development/technical site; while a business analyst focuses on the business side of a project.
Response: See The Systems Analyst
Difficulty: medium

74. One of the skills needed for a systems analyst is to be ethical. Why do you think that is important?

Ans: Analysts must deal fairly, honestly, and ethically with other project team members, managers, and systems users. Analysts frequently have confidential information and must not share that information with others.
Response: See The Systems Analyst
Difficulty: medium

75. What are the four phases of the SDLC and what is the major deliverable from each of the phases?

Ans:
Planning – deliverable is the system request (also feasibility study and project plan)
Analysis – deliverable is the system proposal
Design – deliverable is the system specification (also alternative matrix)
Implementation – deliverable is the installed system (including documentation, migration plan, and support plan)
Response: See The Systems Development Life Cycle
Difficulty: medium

76. What things might happen in the requirements gathering step in the analysis phase of the SDLC?

Ans: Interviews; questionnaires; group workshops; observation; JAD sessions, document analysis; more
Response: See Figure 1-3: The Systems Development Life Cycle
Difficulty: medium

77. Which types of people (or specific people) are important in "organizational feasibility" and why?

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Ans: Champion (or project sponsor) – initiates the project / promotes it / allocates time to the project; provides resources
Organizational Management – knows about the project / budgets funds; encourages users
Systems Users – make decision about the project / does hands on work for the project (testing, giving input through interviews, JAD sessions, etc.) /ultimately determine if the project is successful by using it!!!
Response: See Organizational Feasibility
Difficulty: hard