M Information Systems 4th edition Baltzan Test Bank

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Chapter 02

Decisions + Processes: Value Driven Business

True / False Questions

1. Analytics is the science of fact-based decision making.

   True False

2. 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

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

   True False

4. Operational decisions are considered structured decisions.

   True False

5. Asking how many employees are out sick is a type of operational question.

   True False

6. Strategic decisions are highly structured decisions.

   True False

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7. 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

8. 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

9. Operational decisions or semi-structured decisions arise in situations where established processes offer potential solutions.

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

    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. Benchmarks are baseline values the system seeks to attain.

    True False

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

True False

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

True False

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

True False

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

True False

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

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

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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. Return on investment indicates the earning power of a project.

True False

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

True False

26. 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.

True False

27. Sensitivity analysis, What-If analysis, optimization analysis, and market basket analysis are the common DSS analysis techniques.

True False

28. A pivot rotates data to display alternative presentations of the data.

True False

29. A consolidation rotates data to display alternative presentations of the data.

True False

30. Digital dashboards offer consolidation, drill-down, and slice-and-dice capabilities.

True False

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31. Managers use transactional information when making structured decisions at the operational level.

True False

32. 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

33. A model is a simplified representation or abstraction of reality.

True False

34. Source documents are simplified representation or abstraction of reality.

True False

35. Source documents are the original transaction records.

True False

36. Granularity refers to the level of detail in the model or the decision-making process.

True False

37. Visualization produces graphical displays of patterns and complex relationships in large amounts of data.

True False

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

True False

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39. Intelligent systems are various commercial applications of artificial intelligence.

True False

40. A neural network is a category of efficiency metrics where it 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. A shopping bot is one of the simplest examples of an intelligent agent.

True False

43. Fuzzy logic is a mathematical method of handling imprecise or subjective information.

True False

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

True False

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

True False

46. Google Glass is a wearable computer with an optical head-mounted display (OHMD).

True False

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47. 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.

    True False

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

    True False

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

    True False

50. Google Glass is a work environment that is not located in any one physical space.

    True False

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

    True False

52. 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

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

    True False

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54. Mutation is a mathematical method of handling imprecise or subjective information.

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

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 five 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

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

True False

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

True False

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

True False

64. 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

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

True False

66. 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

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

True False

68. Examples of dynamic processes include running payroll, calculating taxes, and creating financial statements.

True False

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69. A dynamic process continuously changing and provides business solutions to ever-changing business operations.

True False

70. A static process continuously changing and provides business solutions to ever-changing business operations.

True False

71. 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 False

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

True False

73. 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

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

True False

75. Business process model and notation (BPMN) is a graphical notation that depicts the steps in a business process.

True False

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76. 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

77. A business process model and notation (BPMN) activity is a task in a business process.

True False

78. A business process model and notation (BPMN) gateway is used to control the flow of a process.

True False

79. A business process model and notation (BPMN) flow displays the path in which the process flows.

True False

80. 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

81. A business process model and notation (BPMN) event is a task in a business process.

True False

82. A business process model and notation (BPMN) activity is used to control the flow of a process.

True False

83. A business process model and notation (BPMN) gateway displays the path in which the process flows.

True False

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

True False

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

True False

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

True False

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

True False

88. Business process reengineering is the analysis and redesign of workflow within and between enterprises.

True False

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

True False

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

True False

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91. Managerial business processes are semi-dynamic, semi-routine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

True False

92. Strategic business processes are dynamic, non-routine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

True False

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

True False

94. Operational business processes are semi-dynamic, semi-routine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

True False

95. Operational business processes are dynamic, non-routine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

True False

Multiple Choice Questions

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96. 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

97. Which of the below is an important challenge facing managers today?

A. Making business decision
B. Solving business problems
C. Competing to win in today's market
D. All of these choices

98. What must managers be able to do to compete in today's global marketplace?

A. Make decisions to gain competitive advantages
B. Make decision that can help forecast future business needs
C. Make decision that can help forecast future business requirements
D. All of these choices

99. Which of the below 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

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100. 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 choices

101. An important customer 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 choices

102. A manager that 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 choices

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103. Which of the following is not included in the decision-making process?

A. Data collection
B. Solution benchmarking
C. Solution generation
D. Solution test

104. 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

105. 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

106. 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

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107. 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 choices

108. Which of the below represents the structure of a typical organization?

A. Flat line
B. Pyramid
C. Circle
D. Cube

109. Which of the below 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

110. Which of the below 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 choices

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111. Which of the below 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 choices

112. Data collection, solution generation, and solution implementation are all concepts associated 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

113. Review the below 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

114. Which of the following is considered a structured decision or strategic 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

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115. Which of the following is considered an operational decision 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

116. Which of the following is considered a managerial decision or semi-structured 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 below 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. Semi-structured decisions
D. All of these choices

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

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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. 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

121. 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

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122. 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. Semi-structured decisions
C. Structured decisions
D. Strategic decisions

123. What is the science of fact-based decision making?

A. Analytics
B. Structured decisions
C. Unstructured decisions
D. Semi-structured decisions

124. 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. Semi-structured decisions

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125. 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. Semi-structured decisions

126. What arises in situations where established processes offer potential solutions?

A. Analytics
B. Structured decisions
C. Unstructured decisions
D. Semi-structured decisions

127. The structure of an organization is similar to a pyramid. The different levels require different types of information to assist with which of the following?

A. Decision making
B. Problem solving
C. Opportunity capturing
D. All of these choices

128. At which level will a manager use analytics to make decisions?

A. Operational level
B. Managerial level
C. Strategic level
D. All of these choices

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129. At which level of an organization do employees develop, control, and maintain core business activities required to run the day-to-day operations?

A. Operational level
B. Managerial level
C. Strategic level
D. All of these choices

130. 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 choices

131. 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 choices

132. CSF's and KPI's are two core metrics used to evaluate results and measure the progress of a project for a business. Which of the below 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

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

A. Models
B. Metrics
C. Benchmarks
D. Genetic algorithms

134. 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

135. Which of the below 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

136. Which of the below 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.

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137. Key performance indicators are the metrics a company uses to evaluate progress toward critical success factors. Which of the below 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

138. CSF's and KPI's are the two core metrics used within a business to track progress or success. What is the relationship between CSFs and KPIs?

A. CSF's are business strategy elements where KPI's measure the progress of the CSF's.
B. CSF's build the business environment where KPI's explain how to build the CSF's.
C. KPI's are used first where CSF's are applied after.
D. KPI's promote employees on their performance where CSF's demote employees based on their performance level.

139. 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

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140. 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%

141. 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

142. What type of measurement is using market share as a KPI?

A. Fuzzy logic measurement
B. External measurement
C. Neural network measurement
D. Internal measurement

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143. Which of the below 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

144. 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 below 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

145. 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 choices

146. What type of metrics measure throughput, transaction speed, and system availability?

A. Efficiency MIS metrics
B. Effectiveness MIS metrics
C. ROI
D. Benchmarks

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147. 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

148. 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

149. According to Peter Drucker, what are managers who do the right things addressing?

A. Efficiency
B. Effectiveness
C. Both efficiency and effectiveness
D. Customer satisfaction only

150. Which of the following is a type of effectiveness MIS metric?

A. Transaction speed
B. System availability
C. Usability
D. Throughput

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151. Which of the following is a type of efficiency MIS metric?

A. Customer satisfaction
B. Conversion rates
C. Financial transactions
D. Web traffic

152. 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

153. 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

154. 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

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155. 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

156. Which of the following would efficiency MIS metrics measure?

A. Response time
B. System availability
C. Transaction speed
D. All of these choices

157. 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

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158. 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

159. 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 choices

160. Which of the below 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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161. 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

162. What does 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

163. 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

164. When analyzing the interrelationships between efficiency and effectiveness, where would a company ideally wants to operate?

A. With high efficiency
B. The upper right-hand corner of the interrelationship graph
C. With high effectiveness
D. All of these choices

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165. 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

166. Which of the below 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. Benchmarks perform all of these choices.

167. 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

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168. What are 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

169. What indicates the earning power of a project?

A. ROI
B. Metrics
C. Best practices
D. KPI

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

A. ROI
B. Metrics
C. Best practices
D. KPI

171. 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 choices

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172. 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 choices

173. 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 choices, it varies from organization to organization

174. 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 choices

175. What can a model accomplish?

A. Calculate risks
B. Understand uncertainty
C. Manipulate time
D. All of these choices

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176. 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

177. 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

178. 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

179. 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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180. 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

181. What rotates data to display alternative presentations of the data?

A. Drill-down
B. Sensitivity analysis
C. What-If analysis
D. Pivot

182. What captures transaction and event information using technology to (1) process information according to defined business rules, (2) store information, and (3) update existing information to reflect the new information?

A. OLTP
B. OLAP
C. TPS
D. DSS

183. 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

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184. What encompasses all organizational information and its primary purpose is to support the performance of managerial analysis or semi-structured decisions.

A. OLTP
B. OLAP
C. Analytical information
D. Transactional information

185. What 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?

A. OLTP
B. OLAP
C. Analytical information
D. Transactional information

186. What is the manipulation of information to create business intelligence in support of strategic decision making?

A. OLTP
B. OLAP
C. TPS
D. DSS

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187. What models information and provides assistance in evaluating and choosing among different courses of action?

A. OLTP
B. OLAP
C. TPS
D. DSS

188. 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 choices

189. 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 choices

190. 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 choices

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191. Which of the below is considered an input in the systems thinking example of a TPS?

A. CRUD
B. Calculate
C. Report
D. Source Document

192. Which of the below 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 choices

193. Which of the below is considered the output in the systems thinking example of a TPS?

A. CRUD
B. Calculate
C. Report
D. Source document

194. Which of the below is considered the input in the systems thinking example of a DSS?

A. TPS
B. What-If
C. Optimization
D. Forecasts

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195. Which of the below is considered the process in the systems thinking example of a DSS?

A. TPS
B. Optimization
C. Forecasts
D. Simulation

196. Which of the below is considered the output in the systems thinking example of a DSS?

A. TPS
B. Optimization
C. Goal seeking
D. Forecasts

197. Which of the below 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 choices

198. 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 choices

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

A. Model
B. Metric
C. Redundancy
D. Sensitivity analysis

200. What can a manager use a model to do?

A. Calculate risk
B. Change variables
C. Understand uncertainty
D. All of these choices

201. What would managers use to make structured decisions at the operational level?

A. Transactional information
B. Analytical information
C. EIS system
D. Intelligent system

202. Which of the below would create transactional information?

A. Projecting future sales growth
B. Making an airline reservation
C. A semi-structured decision to hire more employees
D. Generating payroll reports

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203.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

204.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's patient diagnosis system
C. First Bank's overall accounting system
D. Stewart Sport's order entry system

205.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)

206.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 choices

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207.Which of the below 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

208.Decision support systems or DSS's model information using OLAP, which provides assistance in evaluating and choosing among different courses of action. Which of the below 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 them 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

209.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

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210. 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 choices

211. Which of the below 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

212. 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 three 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

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213. 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

214. 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 semi-structured decisions.
D. All of these choices

215. 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

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216. 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

217. Decision making at the executive or strategic level require 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)

218. Executives of a company deal less with details of the operational activities and deal 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

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219. How does a DSS typically differ from an EIS?

A. EIS requires data from external sources to support unstructured decisions where a DSS typically use internal sources to support semi-structured decisions.
B. DSS typically use external sources and EIS use internal sources to support decisions.
C. A DSS never use external sources.
D. EIS always use internal sources to support structured decisions.

220. What is a graphical display of patterns and complex relationships in large amounts of data?

A. Visualization
B. Model
C. Table
D. Digital spreadsheet

221. What is a common tool that is used to support visualizations and tracks KPIs and CSFs by compiling information from multiple sources?

A. Models
B. Digital dashboards
C. Neural networks
D. Verified graphs

222. Which of the below is offered by a digital dashboard?

A. Consolidation
B. Drill-down
C. Slice-and-dice
D. All of these choices

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223.Which of the below 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

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 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

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 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

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226. 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

227. 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

228. 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

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229. 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

230. 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

231. 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 and thus share some characteristics.
B. They are all genetic algorithm systems and thus share some characteristics.
C. They are all neural network systems and thus share some characteristics.
D. They are all complex adaptive systems and thus share some characteristics.

232. Which industry has been relying on neural network technology for over two decades?

A. Food service
B. Hotels
C. Finance
D. Healthcare

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233.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

234.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

235.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 choices

236.Which of the below does not represent a category of AI?

A. Genetic algorithms
B. Neural networks
C. Expert systems
D. Consolidation

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237.What is the 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

238.What is a wearable computer with an optical head-mounted display (OHMD)?

A. Augmented reality
B. Google Glass
C. Haptic interface
D. Virtual reality

239.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

240.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

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241. 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

242. 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

243. 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

244. 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

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245. Which of the below categories 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

246. 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 circumstance on their own.

247. What is the mathematical method of handling imprecise or subjective information?

A. Fuzzy logic
B. Virtual reality
C. Expert system
D. Genetic algorithm

248. Sears department stores used to plant employees in competitor 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

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249. 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

250. 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

251. Which of the below offers a disadvantage for working virtually?

A. Increases in worker productivity
B. Increases in feelings of seclusion
C. Decreases in expenses for the company
D. Alleviation of congested roadways

252. 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

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253. 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. In which AI system would you categorize World of Warcraft?

A. Multi-agent system
B. Expert system
C. Virtual reality
D. Fuzzy logic system

254. Which of the following offers an example of an intelligent agent that uses a multi-agent system?

A. A cargo transport system
B. A book distribution center
C. A flu epidemic
D. All of these choices

255. What types of business decisions would an EIS use AI for?

A. Semi-structured decisions
B. Multi-structured decisions
C. Structured decisions
D. Unstructured decisions

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256.Which of the below 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 unveiling 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.

257.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 choices

258.What is 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 choices

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259. 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

260. 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

261. Which of the below business processes 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

262. 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

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263. 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

264. Most business processes are cross-functional or cross-departmental processes that span the entire organization. Which of the below 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

265. 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 choices

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266.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 choices

267.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 choices

268.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 choices

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269. 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.

270. Which of the below is a customer-facing process?

A. Communicating with customers
B. Strategic goal setting
C. Providing performance feedback and rewards
D. Purchasing raw materials

271. Which of the following represents a business-facing process?

A. Loan processing
B. Order processing
C. Strategic planning
D. Customer billing

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272. When considering the 5-steps of the order-to-delivery business process, creating campaigns and checking inventory are included in which of the following?

A. Step 4—Sales
B. Step 1—Marketing
C. Step 3—Operations management
D. Step 2—Customer service

273. When considering the 5-steps of the order-to-delivery business process, supporting sales are included in which of the following?

A. Step 2—Sales
B. Step 1—Marketing
C. Step 3—Operations management
D. Step 5—Customer service

274. When considering the 5-steps of the order-to-delivery business process, manufacturing goods are included in which of the following?

A. Step 2—Sales
B. Step 1—Marketing
C. Step 3—Operations management
D. Step 5—Customer service

275. When considering the 5-steps of the order-to-delivery business process, 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

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276. 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 choices

277. Which of the below processes would be found in the operations management department?

A. Creating production schedules
B. Communicating marketing campaigns
C. Hiring employees
D. Processing sales

278. Which of the following should a business follow for success?

A. Technology choices should drive business processes
B. Business processes should drive technology choices
C. Technology choices should drive business strategies and goals
D. All of these choices, depending on the industry

279. 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

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

A. Static process
B. Dynamic process
C. Sales process
D. Customer service process

281. Managers constantly attempt to optimize _____ processes.

A. static
B. dynamic
C. sales
D. customer service

282. Which of the following are examples of static processes?

A. Running payroll
B. Calculating taxes
C. Creating financial statements
D. All of these choices

283. Which of the following are examples 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 choices

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284.Which of the following are examples of dynamic processes?

A. Running payroll
B. Calculating taxes
C. Creating financial statements
D. Employee layoffs

285.Which of the following are examples 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

286.As the business and its strategies change, so do _____ processes.

A. static
B. dynamic
C. sales
D. customer service

287.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 _____ sequence.

A. unstructured
B. semi-structured
C. structured
D. unilateral

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288.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

289.What displays the path in which the process flows?

A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

290.What is a task in a business process?

A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

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

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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

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296.What is represented by arrows in a business process model?

A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

297.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

298.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 process
D. Industry-specific business-facing processes

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299. 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

300. 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

301. 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

302. 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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303. 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

304. 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 problem
D. To determine what the problem is and then how to solve the problem

305. Review the below list of key terms and determine which one typically occurs during operational business process improvement.

A. Automation
B. Streamlining
C. Reengineering
D. Improvement

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306.Review the below list of key terms and determine which one typically occurs during managerial business process improvement.

A. Automation
B. Streamlining
C. Reengineering
D. Improvement

307.Review the below list of key terms and determine which one typically occurs during strategic business process improvement.

A. Automation
B. Streamlining
C. Reengineering
D. Improvement

308.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 choices

309.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 choices

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310. Which of the below processes attempt 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

311. 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 choices

312. 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

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313. Several factors can accelerate the need for a company to make business improvement processes. What is the most prevalent factor?

A. Market shifts
B. Technology
C. Discoveries
D. Bottlenecking

314. What improves managerial level business processes?

A. Performance measures
B. Bottlenecks
C. Redundancy
D. Streamlining

315. What is the point when resources reach full capacity and cannot handle any additional demands?

A. Optimization analysis
B. Bottlenecks
C. Redundancy
D. Swim lane

316. Which of the following represents an example of a technology that actually disrupts and slows workflow?

A. Email
B. Twitter
C. Facebook
D. All of these choices

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317. 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

318. 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

319. 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)

320. Changing business processes with MIS outlines how to improve the three levels of business processes which include 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

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321. Which of the below 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

322. 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 choices

323. 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

324. 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

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325.What improves business process efficiencies by simplifying or eliminating unnecessary steps?

A. Workflow
B. Swim lane
C. Automation
D. Streamlining

326.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

327.What occurs when a task or activity is unnecessarily repeated?

A. Bottlenecks
B. Redundancy
C. Automation
D. Streamlining

328.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

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329. What are dynamic, non-routine, 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

330. What are semi-dynamic, semi-routine, 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

331. What are managerial business processes?

A. Dynamic, non-routine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. Semi-dynamic, semi-routine, 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 choices

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332.What are strategic business processes?

A. Dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. Semi-dynamic, semi-routine, 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 choices

333.What are operational business processes?

A. Dynamic, non-routine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. Semi-dynamic, semi-routine, 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 choices

Essay Questions

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

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

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336. 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.

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

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

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

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

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Chapter 02 Decisions + Processes: Value Driven Business Answer Key

True / False Questions

1. Analytics is the science of fact-based decision making.

   TRUE

   Analytics is the science of fact-based decision making.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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

   FALSE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

4. Operational decisions are considered structured decisions.

TRUE

Operational decisions are considered structured decisions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

5. Asking how many employees are out sick is a type of operational question.

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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6. Strategic decisions are highly structured decisions.

FALSE

Strategic decisions are highly unstructured decisions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

7. 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

8. 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember

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Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

9. Operational decisions or semi-structured decisions arise in situations where established processes offer potential solutions.

FALSE

Operational decisions are considered structured decisions not semi-structured decision, which arise in situations where established processes offer potential solutions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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

FALSE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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

TRUE

Key performance indicators (KPI's) can focus on external and internal measurements.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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14. Benchmarks are baseline values the system seeks to attain.

TRUE

Benchmarks are baseline values the system seeks to attain.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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

FALSE

Efficiency MIS metrics include throughput, speed, and availability.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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

FALSE

A large amount of website traffic does not indicate large revenues or website success.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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

FALSE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember

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Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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

TRUE
Efficiency MIS metrics include throughput, speed, and availability.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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

FALSE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

24. Return on investment indicates the earning power of a project.

TRUE

Return on investment indicates the earning power of a project.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs), and explain how managers

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use them to measure the success of MIS projects.
Topic: Metrics Measuring Business Success

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

26. 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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27. Sensitivity analysis, What-If analysis, optimization analysis, and market basket analysis are the common DSS analysis techniques.

FALSE

Sensitivity analysis, What-If analysis, optimization analysis, and goal-seeking analysis are the common DSS analysis techniques.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

28. A pivot rotates data to display alternative presentations of the data.

TRUE

A pivot rotates data to display alternative presentations of the data.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

29. A consolidation rotates data to display alternative presentations of the data.

FALSE

A pivot rotates data to display alternative presentations of the data.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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30. Digital dashboards offer consolidation, drill-down, and slice-and-dice capabilities.

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

31. Managers use transactional information when making structured decisions at the operational level.

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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

FALSE

The manipulation of information to create business intelligence in support of strategic decision making is online analytical processing (OLAP).

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 Classify the different operational support systems, managerial support systems, and strategic support

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systems, and explain how managers can use these systems to make decisions and gain competitive advantages.
Topic: Support Enhancing Decision Making with MIS

33. A model is a simplified representation or abstraction of reality.

TRUE

A model is a simplified representation or abstraction of reality.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

34. Source documents are simplified representation or abstraction of reality.

FALSE

A model is a simplified representation or abstraction of reality.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

35. Source documents are the original transaction records.

TRUE

Source documents are the original transaction records.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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36. Granularity refers to the level of detail in the model or the decision-making process.

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

37. Visualization produces graphical displays of patterns and complex relationships in large amounts of data.

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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

FALSE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

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Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

39. Intelligent systems are various commercial applications of artificial intelligence.

TRUE
Intelligent systems are various commercial applications of artificial intelligence.

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

40. A neural network is a category of efficiency metrics where it attempts to measure the way the human brain works.

FALSE
A neural network is a category of artificial intelligence where it always attempts to emulate the way the human brain works.

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

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

FALSE
Investment companies use genetic algorithms to help in trading decisions.

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

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42. A shopping bot is one of the simplest examples of an intelligent agent.

TRUE

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

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

43. Fuzzy logic is a mathematical method of handling imprecise or subjective information.

TRUE

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

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

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

FALSE

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

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

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

TRUE

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

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

46. Google Glass is a wearable computer with an optical head-mounted display (OHMD).

TRUE

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 smart phone-like hands-free format.

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

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47. 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.

TRUE

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.

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

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

FALSE

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

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

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

TRUE

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

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

50. Google Glass is a work environment that is not located in any one physical space.

FALSE

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

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

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

FALSE

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 smart phone-like hands-free format.

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

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52. 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

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.

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

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

TRUE

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

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

54. Mutation is a mathematical method of handling imprecise or subjective information.

FALSE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

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Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

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

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

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

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

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

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

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

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

Accessibility: Keyboard Navigation

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

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

FALSE

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

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

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

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

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

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60. When evaluating the five 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

Step one includes creating a campaign and checking inventory, which are both part of the marketing function.

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

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

FALSE

Strategic planning is a business-facing process and is invisible to the customer.

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

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

TRUE

Product delivery is a customer-facing business process.

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

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

TRUE

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

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

64. 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

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

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

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

FALSE

Business process patents are patents that protect a specific set of procedures for conducting a particular business activity.

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

66. 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

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

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

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

TRUE

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

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

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68. Examples of dynamic processes include running payroll, calculating taxes, and creating financial statements.

FALSE

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

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

69. A dynamic process continuously changing and provides business solutions to ever-changing business operations.

TRUE

A dynamic process continuously changing and provides business solutions to ever-changing business operations.

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

70. A static process continuously changing and provides business solutions to ever-changing business operations.

FALSE

A dynamic process continuously changing and provides business solutions to ever-changing business operations.

Accessibility: Keyboard Navigation
Blooms: Remember

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

71. 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

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.

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

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

TRUE

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

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

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73. 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

75. Business process model and notation (BPMN) is a graphical notation that depicts the steps in a business process.

TRUE

Business process model and notation (BPMN) is a graphical notation that depicts the steps in a business process.

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

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Topic: Models: Measuring Performance

76. 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

77. A business process model and notation (BPMN) activity is a task in a business process.

TRUE

A BPMN activity is a task in a business process.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

78. A business process model and notation (BPMN) gateway is used to control the flow of a process.

TRUE

A BPMN gateway is used to control the flow of a process.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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79. A business process model and notation (BPMN) flow displays the path in which the process flows.

TRUE

A BPMN flow displays the path in which the process flows.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

80. 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

81. A business process model and notation (BPMN) event is a task in a business process.

FALSE

A BPMN activity is a task in a business process.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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82. A business process model and notation (BPMN) activity is used to control the flow of a process.

FALSE

A BPMN gateway is used to control the flow of a process.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

83. A business process model and notation (BPMN) gateway displays the path in which the process flows.

FALSE

A BPMN flow displays the path in which the process flows.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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

FALSE

Business processes should drive MIS choices and should be based on business strategies and goals.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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

FALSE

Redundancy occurs when a task or activity is unnecessarily repeated.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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88. Business process reengineering is the analysis and redesign of workflow within and between enterprises.

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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

TRUE

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.

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Topic: Support Changing Business Processes with MIS

91. Managerial business processes are semi-dynamic, semi-routine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

TRUE

Managerial business processes are semi-dynamic, semi-routine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

92. Strategic business processes are dynamic, non-routine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

TRUE

Strategic business processes are dynamic, non-routine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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

FALSE

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

Accessibility: Keyboard Navigation
Blooms: Remember

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Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

94. Operational business processes are semi-dynamic, semi-routine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

FALSE

Managerial business processes are semi-dynamic, semi-routine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

95. Operational business processes are dynamic, non-routine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

FALSE

Strategic business processes are dynamic, non-routine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

Multiple Choice Questions

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96. 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

Analysis processing system is not a type of organizational IS.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

97. Which of the below is an important challenge facing managers today?

A. Making business decision
B. Solving business problems
C. Competing to win in today's market
D. All of these choices

The most important challenges facing management of a company is 1) decision making, 2) cultivating strategies for the future business, and 3) competing to win in today's market.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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98. What must managers be able to do to compete in today's global marketplace?

A. Make decisions to gain competitive advantages
B. Make decision that can help forecast future business needs
C. Make decision that can help forecast future business requirements
D. All of these choices

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

99. Which of the below 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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100. 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 choices

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

101. An important customer 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 choices

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.

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Blooms: Remember
Difficulty: 1 Easy

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Learning Objective: 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 Business Decisions

102. A manager that 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 choices

A manager that must implement a loyalty program across 500 hotels is an example of managers applying sophisticated analysis techniques.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

103. Which of the following is not included in the decision-making process?

A. Data collection
B. Solution benchmarking
C. Solution generation
D. Solution test

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-01 Explain the importance of decision making for managers at each of the three primary organization

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levels along with the associated decision characteristics.
Topic: Making Business Decisions

104. 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

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 than then the process begins again.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

105. 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

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.

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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

106. 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

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

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107. 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 choices

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

108. Which of the below represents the structure of a typical organization?

A. Flat line
B. Pyramid
C. Circle
D. Cube

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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109. Which of the below 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

The three different levels on the structure of a company pyramid are from top to bottom strategic - managerial - operational.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

110. Which of the below 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 choices

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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111. Which of the below 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 choices

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

112. Data collection, solution generation, and solution implementation are all concepts associated 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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113. Review the below 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

A structured decision involve situations where established processes offer potential solutions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

114. Which of the following is considered a structured decision or strategic 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

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

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115. Which of the following is considered an operational decision 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

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

116. Which of the following is considered a managerial decision or semi-structured 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

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

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117. Which of the below 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. Semi-structured decisions
D. All of these choices

The three types of decisions made at the operational, managerial, and strategic levels are 1) structured decisions, 2) unstructured decisions, and 3) semi-structured decisions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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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

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

120. 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

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

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Blooms: Understand
Difficulty: 2 Medium

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Learning Objective: 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 Business Decisions

121. 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

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

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122. 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. Semi-structured decisions
C. Structured decisions
D. Strategic decisions

Chuck will be faced with many semi-structured decisions as he manages the transportation system expansion.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

123. What is the science of fact-based decision making?

A. Analytics
B. Structured decisions
C. Unstructured decisions
D. Semi-structured decisions

Analytics is the science of fact-based decision making.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

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124. 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. Semi-structured decisions

Semi-structured 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?

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

125. 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. Semi-structured decisions

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

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

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126. What arises in situations where established processes offer potential solutions?

A. Analytics
B. Structured decisions
C. Unstructured decisions
D. Semi-structured decisions

Structured decisions arise in situations where established processes offer potential solutions.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

127. The structure of an organization is similar to a pyramid. The different levels require different types of information to assist with which of the following?

A. Decision making
B. Problem solving
C. Opportunity capturing
D. All of these choices

The structure of an organization is similar to a pyramid. The different levels require different types of information to assist with decision making, problem solving, and opportunity capturing.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

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128. At which level will a manager use analytics to make decisions?

A. Operational level
B. Managerial level
C. Strategic level
D. All of these choices

Analytics are used at every level of an organization to make decisions.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

129. At which level of an organization do employees develop, control, and maintain core business activities required to run the day-to-day operations?

A. Operational level
B. Managerial level
C. Strategic level
D. All of these choices

At the operational level of an organization do employees develop, control, and maintain core business activities required to run the day-to-day operations.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

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130. 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 choices

At the managerial level of an organization are employees continuously evaluating company operations to hone the firm's abilities to identify, adapt to, and leverage change?

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

131. 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 choices

At the strategic level managers develop overall business strategies, goals, and objectives as part of the company's strategic plan.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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 Business Decisions

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132. CSF's and KPI's are two core metrics used to evaluate results and measure the progress of a project for a business. Which of the below 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

CSF's and KPI's are terms used when evaluating metrics or measuring a company's success. These both stand for Critical success factors (CSF's) and key performance indicators (KPI's).

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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

A. Models
B. Metrics
C. Benchmarks
D. Genetic algorithms

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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134. 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

Critical success factors are the crucial steps companies perform to achieve their goals and objectives and implement their strategies.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

135. Which of the below 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

CSF's 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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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136. Which of the below 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.

One CSF can have several KPIs.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

137. Key performance indicators are the metrics a company uses to evaluate progress toward critical success factors. Which of the below 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

Examples of KPI's 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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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138. CSF's and KPI's are the two core metrics used within a business to track progress or success. What is the relationship between CSFs and KPIs?

A. CSF's are business strategy elements where KPI's measure the progress of the CSF's.
B. CSF's build the business environment where KPI's explain how to build the CSF's.
C. KPI's are used first where CSF's are applied after.
D. KPI's promote employees on their performance where CSF's demote employees based on their performance level.

The relationship between CSF's and KPI's is critical for a business. Critical success factors (CSF's) are elements crucial for a business strategy's success, where key performance indicators (KPI's) measure the progress of the CSF's.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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: Metrics Measuring Business Success

139. 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

To calculate market share you divide the firm's sales by the total market sales for the entire industry.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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: Metrics Measuring Business Success

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140. 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%

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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: Metrics Measuring Business Success

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141. 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

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.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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: Metrics Measuring Business Success

142. What type of measurement is using market share as a KPI?

A. Fuzzy logic measurement
B. External measurement
C. Neural network measurement
D. Internal measurement

A common external KPI is market share.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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143. Which of the below 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

An internal KPI which indicates the earning power of a project is return on investment or ROI.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

144. 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 below 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

Todd would use ROI as an internal KPI.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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: Metrics Measuring Business Success

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145. 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 choices

MIS projects can be difficult to measure, so therefore, managers utilize the higher-level metrics such as efficiency and effectiveness metrics.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

146. What type of metrics measure throughput, transaction speed, and system availability?

A. Efficiency MIS metrics
B. Effectiveness MIS metrics
C. ROI
D. Benchmarks

Efficiency MIS metrics measure throughput, speed, and availability.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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147. 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

Effectiveness MIS metrics measure customer satisfaction.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

148. 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

"Doing things right" addresses efficiency.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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149. According to Peter Drucker, what are managers who do the right things addressing?

A. Efficiency
B. Effectiveness
C. Both efficiency and effectiveness
D. Customer satisfaction only

"Doing the right things" addresses effectiveness.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

150. Which of the following is a type of effectiveness MIS metric?

A. Transaction speed
B. System availability
C. Usability
D. Throughput

Usability is an effectiveness MIS metric.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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151. Which of the following is a type of efficiency MIS metric?

A. Customer satisfaction
B. Conversion rates
C. Financial transactions
D. Web traffic

Web traffic is an efficiency MIS metric.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

152. 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

This is the definition of usability.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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153. 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

This is the definition of customer satisfaction.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

154. 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

eBay and Amazon depend on their MIS systems for business and constantly monitor and measures both efficiency and effectiveness MIS metrics to ensure success.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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: Metrics Measuring Business Success

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155. 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

The upper right-hand corner is the ideal place for an organization to operate.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

156. Which of the following would efficiency MIS metrics measure?

A. Response time
B. System availability
C. Transaction speed
D. All of these choices

Common types of Efficiency metrics are 1) throughput, 2) transaction speed, 3) system availability, 4) information accuracy, and 5) response time.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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157. 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

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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: Metrics Measuring Business Success

158. 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

Efficiency metrics include 1) throughput, 2) transaction speed, 3) system availability, 4) information accuracy, and 5) response time.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard

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Learning Objective: 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: Metrics Measuring Business Success

159. 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 choices

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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: Metrics Measuring Business Success

160. Which of the below 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

Within efficiency metrics, the type throughput is the amount of information that can travel through a system at any point in time.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy

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Learning Objective: 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: Metrics Measuring Business Success

161. 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

The effectiveness metric that tracks the number of customers an organization touches for the first time and persuades to purchase its products or services is conversion rates.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

162. What does 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

The usability effectiveness metric measures the ease with which people perform transactions and find information.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs), and explain how managers

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use them to measure the success of MIS projects.
Topic: Metrics Measuring Business Success

163. 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

A common mistake that many managers tend to make is focusing on efficiency MIS metrics because they are easier to measure.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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: Metrics Measuring Business Success

164. When analyzing the interrelationships between efficiency and effectiveness, where would a company ideally wants to operate?

A. With high efficiency
B. The upper right-hand corner of the interrelationship graph
C. With high effectiveness
D. All of these choices

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-02 Define critical success factors (CSFs) and key performance indicators (KPIs), and explain how managers

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use them to measure the success of MIS projects.
Topic: Metrics Measuring Business Success

165. 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

166. Which of the below 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. Benchmarks perform all of these choices.

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.

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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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: Metrics Measuring Business Success

167. 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

Large increases in productivity typically result from increases in effectiveness, which focus on critical success factors.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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: Metrics Measuring Business Success

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168. What are 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

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

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

169. What indicates the earning power of a project?

A. ROI
B. Metrics
C. Best practices
D. KPI

ROI indicates the earning power of a project.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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M Information Systems 4th edition Baltzan Test Bank

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

A. ROI
B. Metrics
C. Best practices
D. KPI

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

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

171. 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 choices

Critical success factors are the crucial steps companies perform to achieve their goals and objectives and implement their strategies.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

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172. 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 choices

Key performance indicators are the quantifiable metrics a company uses to evaluate progress toward critical success factors.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 1 Easy
Learning Objective: 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: Metrics Measuring Business Success

173. 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 choices, it varies from organization to organization

Executive information systems, decision support systems, and transaction processing systems is the top-down organizational levels of information technology systems.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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174. 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 choices

Processing is OLAP for executives and OLTP for analysts.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

175. What can a model accomplish?

A. Calculate risks
B. Understand uncertainty
C. Manipulate time
D. All of these choices

A model can do all of these.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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176. 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

This is the definition of consolidation.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

177. 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

This is the definition of pivot.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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178. 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

This is the definition of drill-down.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

179. 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

This is the definition of slice-and-dice.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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180. 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

This is the definition of digital dashboards.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

181. What rotates data to display alternative presentations of the data?

A. Drill-down
B. Sensitivity analysis
C. What-If analysis
D. Pivot

This is the definition of pivot.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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182. What captures transaction and event information using technology to (1) process information according to defined business rules, (2) store information, and (3) update existing information to reflect the new information?

A. OLTP
B. OLAP
C. TPS
D. DSS

OLTP captures transaction and event information using technology to (1) process information according to defined business rules, (2) store information, and (3) update existing information to reflect the new information.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

183. 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

A TPS is the basic business system that serves the operational level and assists in making structured decisions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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184. What encompasses all organizational information and its primary purpose is to support the performance of managerial analysis or semi-structured decisions.

A. OLTP
B. OLAP
C. Analytical information
D. Transactional information

Analytical information encompasses all organizational information and its primary purpose is to support the performance of managerial analysis or semi-structured decisions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

185. What 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?

A. OLTP
B. OLAP
C. Analytical information
D. Transactional information

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.

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Topic: Support Enhancing Decision Making with MIS

186. What is the manipulation of information to create business intelligence in support of strategic decision making?

A. OLTP
B. OLAP
C. TPS
D. DSS

OLAP is the manipulation of information to create business intelligence in support of strategic decision making.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

187. What models information and provides assistance in evaluating and choosing among different courses of action?

A. OLTP
B. OLAP
C. TPS
D. DSS

A DSS models information and provides assistance in evaluating and choosing among different courses of action.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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188. 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 choices

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

189. 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 choices

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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190. 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 choices

Digital dashboards track KPIs and CSFs by compiling information from multiple sources and tailoring it to meet user needs.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

191. Which of the below is considered an input in the systems thinking example of a TPS?

A. CRUD
B. Calculate
C. Report
D. Source Document

A source document in the input in the systems thinking examples of a TPS.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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192. Which of the below 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 choices

Calculate is the process in the systems thinking examples of a TPS.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

193. Which of the below is considered the output in the systems thinking example of a TPS?

A. CRUD
B. Calculate
C. Report
D. Source document

A report is the output in the systems thinking examples of a TPS.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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194. Which of the below is considered the input in the systems thinking example of a DSS?

A. TPS
B. What-If
C. Optimization
D. Forecasts

A TPS is the input in the systems thinking example of a DSS.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

195. Which of the below is considered the process in the systems thinking example of a DSS?

A. TPS
B. Optimization
C. Forecasts
D. Simulation

Optimization is the process in the systems thinking examples of a DSS.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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196. Which of the below is considered the output in the systems thinking example of a DSS?

A. TPS
B. Optimization
C. Goal seeking
D. Forecasts

A forecast is the output in the systems thinking examples of a DSS.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

197. Which of the below 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 choices

All of these choices are correct in terms of granularity.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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198. 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 choices

All of these are potential features of a digital dashboard.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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

A. Model
B. Metric
C. Redundancy
D. Sensitivity analysis

A simplified representation or abstraction of reality is a model.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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200. What can a manager use a model to do?

A. Calculate risk
B. Change variables
C. Understand uncertainty
D. All of these choices

Models help managers calculate risks, understand uncertainty, change variables, and manipulate time to make decisions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

201. What would managers use to make structured decisions at the operational level?

A. Transactional information
B. Analytical information
C. EIS system
D. Intelligent system

Transactional information is the basic business system that serves the operational level (analysts) and assists in making structured decisions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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202. Which of the below would create transactional information?

A. Projecting future sales growth

B. Making an airline reservation

C. A semi-structured decision to hire more employees

D. Generating payroll reports

Transactional information is created, for example, when customers are purchasing stocks, making an airline reservation, or withdrawing cash from an ATM.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

203. 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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204. 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's patient diagnosis system
C. First Bank's overall accounting system
D. Stewart Sport's order entry system

A transaction processing system (TPS) is the basic business system that assist operational level analysts make 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.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

205. 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)

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03 Classify the different operational support systems, managerial support systems, and strategic support

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systems, and explain how managers can use these systems to make decisions and gain competitive advantages.
Topic: Support Enhancing Decision Making with MIS

206. 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 choices

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

207. Which of the below 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

Examples of analytical information are trends, sales, product statistics, and future growth projections. Managers use analytical information when making important semi-structured decisions.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03 Classify the different operational support systems, managerial support systems, and strategic support

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systems, and explain how managers can use these systems to make decisions and gain competitive advantages.
Topic: Support Enhancing Decision Making with MIS

208. Decision support systems or DSS's model information using OLAP, which provides assistance in evaluating and choosing among different courses of action. Which of the below 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 them 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

Decision support systems or DSS's model information using OLAP, which provides assistance in evaluating and choosing among different courses of action. Examples include A. an Insurance company using DSSs to gauge risk of providing insurance to drivers who have imperfect driving records, and B and D. a medical doctor may enter symptoms into a DSS to aid them in diagnosing and treating patients.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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209. 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

Online analytical processing (OLAP) is the manipulation of information to create business intelligence in support of strategic decision making.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

210. 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 choices

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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211. Which of the below 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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212. 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 three 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

Sensitivity analysis is 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.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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213. 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

A what-if analysis checks the impact of a change in a variable or assumption on the model.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

214. 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 semi-structured decisions.
D. All of these choices

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 semi-structured decisions.

Accessibility: Keyboard Navigation

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Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

215. 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

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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216. 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

217. Decision making at the executive or strategic level require 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)

An EIS or an Executive information system is a specialized DSS that supports senior-level executives and unstructured, long-term, non-routine decisions requiring judgment, evaluation, and insight.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-03 Classify the different operational support systems, managerial support systems, and strategic support

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systems, and explain how managers can use these systems to make decisions and gain competitive advantages.
Topic: Support Enhancing Decision Making with MIS

218. Executives of a company deal less with details of the operational activities and deal 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

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

219. How does a DSS typically differ from an EIS?

A. EIS requires data from external sources to support unstructured decisions where a DSS typically use internal sources to support semi-structured decisions.
B. DSS typically use external sources and EIS use internal sources to support decisions.
C. A DSS never use external sources.
D. EIS always use internal sources to support structured decisions.

A DSS (decision support system) differs from an EIS (executive information system) primarily because EIS require data from external sources to support unstructured decisions where a DSS typically uses internal sources to support semi-structured decisions.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-03 Classify the different operational support systems, managerial support systems, and strategic support

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systems, and explain how managers can use these systems to make decisions and gain competitive advantages.
Topic: Support Enhancing Decision Making with MIS

220. What is a graphical display of patterns and complex relationships in large amounts of data?

A. Visualization
B. Model
C. Table
D. Digital spreadsheet

Visualizations produce graphical displays of patterns and complex relationships in large amounts of data.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

221. What is a common tool that is used to support visualizations and tracks KPIs and CSFs by compiling information from multiple sources?

A. Models
B. Digital dashboards
C. Neural networks
D. Verified graphs

Digital dashboards track KPIs and CSFs by compiling information from multiple sources and tailoring it to meet user needs.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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222. Which of the below is offered by a digital dashboard?

A. Consolidation
B. Drill-down
C. Slice-and-dice
D. All of these choices

Digital dashboards offer 1) consolidation, 2) drill-down, and 3) slice-and-dice capabilities.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

223. Which of the below 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

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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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 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

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

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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 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

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

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard

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Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

226. 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

Drill-down enables users to view details, and details of details, of information.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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227. 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

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.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

228. 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

This is the definition of a neural network.

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

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229. 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

Expert systems are the most common.

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

230. 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

This is the definition of intelligent agent.

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

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231. 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 and thus share some characteristics.
B. They are all genetic algorithm systems and thus share some characteristics.
C. They are all neural network systems and thus share some characteristics.
D. They are all complex adaptive systems and thus share some characteristics.

They are all complex adaptive systems and thus share some characteristics.

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

232. Which industry has been relying on neural network technology for over two decades?

A. Food service
B. Hotels
C. Finance
D. Healthcare

Finance has been relying on neural network technology for over two decades.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

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233. 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

Fuzzy logic systems assign values of 0 and 1 to vague and ambiguous information.

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

234. 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

The ultimate goal of AI is to build a system that can mimic human intelligence.

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

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235. 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 choices

Intelligent systems are various commercial applications of artificial intelligence. They perform numerous business functions such as 1) performing tasks as boosting 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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

236. Which of the below does not represent a category of AI?

A. Genetic algorithms
B. Neural networks
C. Expert systems
D. Consolidation

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.

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Topic: The Future: Artificial Intelligence

237. What is the 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

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

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

238. What is a wearable computer with an optical head-mounted display (OHMD)?

A. Augmented reality
B. Google Glass
C. Haptic interface
D. Virtual reality

Google Glass is a wearable computer with an optical head-mounted display (OHMD).

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

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239. 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

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.

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

240. 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

This is the definition of augmented reality.

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

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241. 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

This is the definition of Google Glass.

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

242. 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

This is the definition of a haptic interface.

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

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243. 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

This is the definition of a virtual workplace.

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

244. 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

A system that uses computerized advisory programs to imitate the reasoning processes of experts in solving difficult problems is an expert system.

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

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245. Which of the below categories 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

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.

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

246. 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 circumstance on their own.

Neural networks' many features include 1) learning and adjusting to new circumstances on their own, 2) learning and adjusting to new circumstances on their own, 3) functioning without complete or well-structured information, 4) coping with huge volumes of information with many dependent variables, and 5) analyzing nonlinear relationships in information.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

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247. What is the mathematical method of handling imprecise or subjective information?

A. Fuzzy logic
B. Virtual reality
C. Expert system
D. Genetic algorithm

Mathematical method of handling imprecise or subjective information is fuzzy logic.

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

248. Sears department stores used to plant employees in competitor 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

A shopping bot is software that will search several retailer websites and provide a comparison of each retailer's offerings including price and availability.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

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249. 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

Biomimicry is the process of learning from ecosystems and adapting their characteristics to human and organization situations.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

250. 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

Intelligent agent is a special-purpose knowledge-based information system that accomplishes specific tasks on behalf of its users.

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

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251. Which of the below offers a disadvantage for working virtually?

A. Increases in worker productivity
B. Increases in feelings of seclusion
C. Decreases in expenses for the company
D. Alleviation of congested roadways

The advantages to working virtually are increases in worker productivity, decrease in real estate expenses for the company, and less cars on the roads alleviating the congested roadways. Disadvantages include fear among workers that they will jeopardize their careers by working from home, some workers unable to stay productive, the tendency for virtual workers to feel alone, secluded, and deprived of vital training and mentoring.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

252. 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

Anartificial 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.

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

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253. 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. In which AI system would you categorize World of Warcraft?

A. Multi-agent system
B. Expert system
C. Virtual reality
D. Fuzzy logic system

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

254. Which of the following offers an example of an intelligent agent that uses a multi-agent system?

A. A cargo transport system
B. A book distribution center
C. A flu epidemic
D. All of these choices

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 are all complex adaptive systems.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

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255. What types of business decisions would an EIS use AI for?

A. Semi-structured decisions
B. Multi-structured decisions
C. Structured decisions
D. Unstructured decisions

Executive information systems are utilizing artificial intelligence to support unstructured strategic decision making.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

256. Which of the below 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 unveiling 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.

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

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

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257. 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 choices

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

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

258. What is 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 choices

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

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

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259. 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

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

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

260. 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

A shopping bot is software that will search several retailer websites and provide a comparison of each retailer's offerings, including prices and availability.

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

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261. Which of the below business processes 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

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.

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

262. 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

The Marketing and Sales division is responsible for the business processes of promoting of discounts, communicating marketing campaigns, attracting customers, and processing sales.

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

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263. 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

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

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

264. Most business processes are cross-functional or cross-departmental processes that span the entire organization. Which of the below 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

Most business processes are cross-functional or cross-department processes that span the entire organization. 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 examples are taking a product from concept to market, acquiring customers, loan processing, providing post-sales service, claim processing, and reservation handling.

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

265. 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 choices

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.

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

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266. 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 choices

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.

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

267. 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 choices

Order processing, customer service processing, sales processing, customer billing processing, and order shipping processing are all customer-facing processes.

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

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268. 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 choices

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.

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

269. 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.

Customer-facing processes, also called front-office processes, result in product service received by and 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.

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

270. Which of the below is a customer-facing process?

A. Communicating with customers
B. Strategic goal setting
C. Providing performance feedback and rewards
D. Purchasing raw materials

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.

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

271. Which of the following represents a business-facing process?

A. Loan processing
B. Order processing
C. Strategic planning
D. Customer billing

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.

Accessibility: Keyboard Navigation
Blooms: Remember

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

272. When considering the 5-steps of the order-to-delivery business process, creating campaigns and checking inventory are included in which of the following?

A. Step 4—Sales
B. Step 1—Marketing
C. Step 3—Operations management
D. Step 2—Customer service

When considering the 5-steps of the order-to-delivery business process, Step 1 is marketing where the business creates campaigns and checks inventory.

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

273. When considering the 5-steps of the order-to-delivery business process, supporting sales are included in which of the following?

A. Step 2—Sales
B. Step 1—Marketing
C. Step 3—Operations management
D. Step 5—Customer service

When considering the 5-steps of the order-to-delivery business process, Step 5 is customer service and it supports sales.

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Blooms: Understand
Difficulty: 2 Medium

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Learning Objective: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.
Topic: Evaluating Business Processes

274. When considering the 5-steps of the order-to-delivery business process, manufacturing goods are included in which of the following?

A. Step 2—Sales
B. Step 1—Marketing
C. Step 3—Operations management
D. Step 5—Customer service

When considering the 5-steps of the order-to-delivery business process, Step 3 is operations management which manufactures goods.

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

275. When considering the 5-steps of the order-to-delivery business process, 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

When considering the 5-steps of the order-to-delivery business process, Step 2 is sales which places orders, notifies production, and checks credit.

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

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and business-facing processes.
Topic: Evaluating Business Processes

276. 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 choices

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.

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

277. Which of the below processes would be found in the operations management department?

A. Creating production schedules
B. Communicating marketing campaigns
C. Hiring employees
D. Processing sales

Sample business processes within the operational management division of a company include 1) ordering inventory, 2) creating production schedules, and 3) manufacturing goods.

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

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Topic: Evaluating Business Processes

278. Which of the following should a business follow for success?

A. Technology choices should drive business processes
B. Business processes should drive technology choices
C. Technology choices should drive business strategies and goals
D. All of these choices, depending on the industry

Business processes should drive technology choices.

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

279. 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

A static process uses a systematic approach in an attempt to improve business effectiveness and efficiency continuously.

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

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

A. Static process
B. Dynamic process
C. Sales process
D. Customer service process

A dynamic process continuously changing and provides business solutions to ever-changing business operations.

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

281. Managers constantly attempt to optimize _____ processes.

A. static
B. dynamic
C. sales
D. customer service

Managers constantly attempt to optimize static processes.

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

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282. Which of the following are examples of static processes?

A. Running payroll
B. Calculating taxes
C. Creating financial statements
D. All of these choices

Managers constantly attempt to optimize static processes. Examples of static processes include running payroll, calculating taxes, and creating financial statements.

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

283. Which of the following are examples 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 choices

All of these are examples of dynamic processes.

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

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284. Which of the following are examples of dynamic processes?

A. Running payroll
B. Calculating taxes
C. Creating financial statements
D. Employee layoffs

Employee layoffs are examples of dynamic processes.

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

285. Which of the following are examples 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

Creating financial statements is an example of a static process.

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

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286. As the business and its strategies change, so do _____ processes.

A. static
B. dynamic
C. sales
D. customer service

As the business and its strategies change, so do the dynamic processes.

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

287. 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 _____ sequence.

A. unstructured
B. semi-structured
C. structured
D. unilateral

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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288. 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

Business process model notation is a graphical notation that depicts the steps in a business process.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

289. What displays the path in which the process flows?

A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

A BPMN flow displays the path in which the process flows.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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290. What is a task in a business process?

A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

BPMN activity is a task in a business process.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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

A BPMN event is anything that happens during the course of a business process.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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292. What is used to control the flow of a process?

A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

A BPMN gateway is used to control the flow of a process.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

293. What is represented by a circle in a business process model?

A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

A BPMN event is represented by a circle in a business process model.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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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

An activity is represented by a rounded-corner rectangle in a business process model.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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

Gateways are represented by a diamond shape in a business process model.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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296. What is represented by arrows in a business process model?

A. BPMN event
B. BPMN activity
C. BPMN flow
D. BPMN gateway

Flows are represented by arrows in a business process model.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

297. 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

When considering the business process modeling chart, Jessica is taking part in the industry-specific customer facing processes depicted in the example.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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298. 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 process
D. Industry-specific business-facing processes

The business-facing processes are 1) strategic planning, 2) tactical planning, 3) budget forecasting, 4) training, and 5) purchasing raw material.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

299. 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

The model which 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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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300. 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

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.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

301. 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

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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302. 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

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

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

303. 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

The As-Is process model has the primary goals to simplify, eliminate, and improve the processes by defining the most efficient and effective process.

Accessibility: Keyboard Navigation
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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304. 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 problem
D. To determine what the problem is and then how to solve the problem

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

305. Review the below list of key terms and determine which one typically occurs during operational business process improvement.

A. Automation
B. Streamlining
C. Reengineering
D. Improvement

Automation typically occurs during operational business process improvement.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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306. Review the below list of key terms and determine which one typically occurs during managerial business process improvement.

A. Automation
B. Streamlining
C. Reengineering
D. Improvement

Streamlining typically occurs during managerial business process improvement.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

307. Review the below list of key terms and determine which one typically occurs during strategic business process improvement.

A. Automation
B. Streamlining
C. Reengineering
D. Improvement

Reengineering typically occurs during strategic business process improvement.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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308. 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 choices

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) the regain competitive advantage, the company must leapfrog competition on key dimensions.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

309. 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 choices

BPR in the extreme assumes the current process is irrelevant, broken, or overhauled.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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310. Which of the below processes attempt 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

The business process improvement attempts to understand and measure the current process and make performance improvements accordingly.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

311. 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 choices

Workflow control systems monitor processes to ensure tasks, activities, and responsibilities are executed as specified.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 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 Business Decisions

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312. 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

Automation increases efficiency and effectiveness, while reducing head count which in turn reduces the overall operational costs.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

313. Several factors can accelerate the need for a company to make business improvement processes. What is the most prevalent factor?

A. Market shifts
B. Technology
C. Discoveries
D. Bottlenecking

Several factors can accelerate the need for a company to make business improvement processes. The most prevalent factor by far is technology.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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314. What improves managerial level business processes?

A. Performance measures
B. Bottlenecks
C. Redundancy
D. Streamlining

The factor to improving the managerial level business processes is through streamlining, which improves business process efficiencies simplifying or eliminating unnecessary steps.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

315. What is the point when resources reach full capacity and cannot handle any additional demands?

A. Optimization analysis
B. Bottlenecks
C. Redundancy
D. Swim lane

Bottlenecks occur when resources reach full capacity and cannot handle any additional demands; they limit throughput and impede operations.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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316. Which of the following represents an example of a technology that actually disrupts and slows workflow?

A. Email
B. Twitter
C. Facebook
D. All of these choices

The biggest problem with technology is that some systems can really interfere and slow down the workflow including: email, Facebook, Twitter, many social media sites to name a few.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

317. 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

Automating a business process that contains bottlenecks or redundancies will magnify or amplify these problems if they are not corrected first.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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318. 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

FedEx is a great example of a real life company that created a competitive advantage through combining MIS and traditional distribution and logistics processes.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

319. 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)

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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320. Changing business processes with MIS outlines how to improve the three levels of business processes which include 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

Changing business processes with MIS outlines how to improve the three levels of business processes which include operational, managerial, and strategic. From operational to strategic, the three major improvement strategies are automation - streamlining - reengineering.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

321. Which of the below 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

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.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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322. 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 choices

To create value for the customer is the leading reason a company would implement a BPR strategy, and MIS often plays an important enabling role.

Accessibility: Keyboard Navigation
Blooms: Understand
Difficulty: 2 Medium
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

323. 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

Workflow includes the tasks, activities, and responsibilities required to execute each step in a business process.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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324. 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

Automation is the process of computerizing manual tasks, making them more efficient and effective and dramatically lowering operational costs.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

325. What improves business process efficiencies by simplifying or eliminating unnecessary steps?

A. Workflow
B. Swim lane
C. Automation
D. Streamlining

Streamlining improves business process efficiencies by simplifying or eliminating unnecessary steps.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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326. 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

Bottlenecks occurs when resources reach full capacity and cannot handle any additional demands limiting throughput and impeding operations.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

327. What occurs when a task or activity is unnecessarily repeated?

A. Bottlenecks
B. Redundancy
C. Automation
D. Streamlining

Redundancy occurs when a task or activity is unnecessarily repeated.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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328. 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

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

329. What are dynamic, non-routine, 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

Strategic business processes dynamic, non-routine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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330. What are semi-dynamic, semi-routine, 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

Managerial business processes semi-dynamic, semi-routine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

331. What are managerial business processes?

A. Dynamic, non-routine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. Semi-dynamic, semi-routine, 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 choices

Managerial business processes semi-dynamic, semi-routine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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332. What are strategic business processes?

A. Dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. Semi-dynamic, semi-routine, 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 choices

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

333. What are operational business processes?

A. Dynamic, non-routine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions
B. Semi-dynamic, semi-routine, 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 choices

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

Accessibility: Keyboard Navigation
Blooms: Remember
Difficulty: 1 Easy
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.

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Essay Questions

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

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 semi-structured 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.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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 Business Decisions

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

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.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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: Metrics: Measuring Success

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336. 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.

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.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 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.
Topic: Support Enhancing Decision Making with MIS

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

Artificial intelligence (AI) simulates human thinking and behavior, such as the ability to reason and learn. 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.

AACSB: Reflective Thinking
AACSB: Technology
Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-04 Describe artificial intelligence, and identify its five main types.
Topic: The Future: Artificial Intelligence

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

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.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-05 Explain the value of business processes for a company, and differentiate between customer-facing and business-facing processes.

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Topic: Evaluating Business Processes

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

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.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-06 Demonstrate the value of business process modeling, and compare As-Is and To-Be models.
Topic: Models: Measuring Performance

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

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.

Blooms: Analyze
Difficulty: 3 Hard
Learning Objective: 02-07 Differentiate among automation, streamlining, and reengineering.
Topic: Support Changing Business Processes with MIS

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