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CORRECT ANSWERS ARE LOCATED IN THE 2ND HALF OF THIS DOC.

TRUE/FALSE - Write 'T' if the statement is true and 'F' if the statement is false.

1) 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

2) At the operational level, employees develop, control, and maintain core business activities required to run the day-to-day operations.
   - ◎ true
   - ◎ false

3) Operational decisions are considered structured decisions.
   - ◎ true
   - ◎ false

4) Asking how many employees are out sick is a type of operational question.
   - ◎ true
   - ◎ false

5) Strategic decisions are highly structured decisions.
   - ◎ true
   - ◎ false

6) 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

7) The structure of a typical organization is similar to a pyramid, with different levels that require one consistent type of information to assist with all managerial decision making.
   - ◎ true
   - ◎ false

8) Operational decisions or semistructured decisions arise in situations where established processes offer potential solutions.
   - ◎ true
   - ◎ false

9) Unstructured decisions occur in situations in which no procedures or rules exist to guide decision makers toward the correct choice.
   - ◎ true
   - ◎ false

10) At the strategic decision-making level, employees develop, control, and maintain core business activities.
   - ◎ true
   - ◎ false

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11) Key performance indicators can focus on external and internal measurements.
- ◎ true
- ◎ false

12) The proportion of the market that a firm captures is called market share.
- ◎ true
- ◎ false

13) Benchmarks are baseline values the system seeks to attain.
- ◎ true
- ◎ false

14) Effectiveness MIS metrics include throughput, transaction speed, and system availability.
- ◎ true
- ◎ false

15) Measuring the amount of website traffic is the best way to determine an organization's success.
- ◎ true
- ◎ false

16) A project is a temporary activity a company undertakes to create a unique product, service, or result.
- ◎ true
- ◎ false

17) Metrics are temporary activities a company undertakes to create a unique product, service, or result.
- ◎ true
- ◎ false

18) Metrics are measurements that evaluate results to determine whether a project is meeting its goals.
- ◎ true
- ◎ false

19) Efficiency MIS metrics include throughput, speed, and availability.
- ◎ true
- ◎ false

20) Effectiveness MIS metrics measure the impact MIS has on business processes and activities, including customer satisfaction and customer conversion rates.
- ◎ true
- ◎ false

21) Efficiency MIS metrics measure the impact MIS has on business processes and activities, including customer satisfaction and customer conversion rates.
- ◎ true
- ◎ false

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

23) Return on investment indicates the earning power of a project.
- ◎ true
- ◎ false

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24) MIS support systems rely on models for computational and analytical routines that mathematically express relationships among variables.
- ◎ true
- ◎ false

25) A pie chart is a type of graph in which a circle is divided into sectors that each represent a proportion of the whole.
- ◎ 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) A bar chart is a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent.
- ◎ true
- ◎ false

28) A histogram is a graphical display of data using bars of different heights. It is similar to a bar chart, but a histogram groups numbers into ranges.
- ◎ true
- ◎ false

29) A sparkline is a small embedded line graph that illustrates a single trend. Sparklines are often used in reports, presentations, dashboards, and scoreboards. They do not include axes or labels; context comes from the related content.
- ◎ true
- ◎ false

30) An infographic (information graphic) is a representation of information in a graphic format designed to make the data easily understandable at a glance. People use infographics to quickly communicate a message, to simplify the presentation of large amounts of data, to see data patterns and relationships, and to monitor changes in variables over time.
- ◎ true
- ◎ false

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31) A time-series chart is a graphical representation showing change of a variable over time. Time-series charts are used for data that changes continuously, such as stock prices. They allow for a clear visual representation of a change in one variable over a set amount of time.
- ◎ true
- ◎ false

32) Managers use transactional information when making structured decisions at the operational level.
- ◎ true
- ◎ false

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33) 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

34) A model is a simplified representation or abstraction of reality.
- ◎ true
- ◎ false

35) Source documents are simplified representations or abstractions of reality.
- ◎ true
- ◎ false

36) Source documents are the original transaction records.
- ◎ true
- ◎ false

37) Granularity refers to the level of detail in the model or the decision-making process.
- ◎ true
- ◎ false

38) Visualization produces graphical displays of patterns and complex relationships in large amounts of data.
- ◎ true
- ◎ false

39) A digital dashboard produces graphical displays of patterns and complex relationships in large amounts of data.
- ◎ true
- ◎ false

40) A neural network is a category of efficiency and effectiveness MIS metrics where it attempts to measure the way a computer network sends and receives data.
- ◎ true
- ◎ false

41) A genetic algorithm is an operational system that uses human cellular information to mimic evolution for better solutions.
- ◎ true
- ◎ false

42) A genetic algorithm mimics the evolutionary, survival-of-the-fittest process to generate increasingly better solutions to a problem.
- ◎ true
- ◎ false

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43) Investment companies use effectiveness MIS metrics to help in trading decisions.
- ◎ true
- ◎ false

44) Fuzzy logic is a mathematical method of handling imprecise or subjective information.
- ◎ true
- ◎ false

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

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46) An algorithm refers to a set of instructions that completes a task.
- ◎ true
- ◎ false

47) Machine learning is a type of artificial intelligence that enables computers to both understand concepts in the environment and to learn.
- ◎ true
- ◎ false

48) Affinity bias is when someone acts similar to those around them regardless of their own personality.
- ◎ true
- ◎ false

49) Affinity bias is when a person who enjoys critical thinking, chess and strategic board games, hires someone who enjoys them as well.
- ◎ true
- ◎ false

50) Conformity bias is when a person tries to mimic the behavior and thinking of their manager regardless of their own personality.
- ◎ true
- ◎ false

51) Conformity bias is when a person researching a project looks for data that supports their current assumptions.
- ◎ true
- ◎ false

52) Confirmation bias is when a person believes their coworker to be lazy and looks for signs that they come in late, procrastinate, and try to get out of work projects.
- ◎ true
- ◎ false

53) Name bias is when a person prefers certain types of names.
- ◎ true
- ◎ false

54) Conformity bias is when a person prefers certain types of names.
- ◎ true
- ◎ false

55) Affinity bias a tendency to connect with, hire, and promote those with dissimilar interests, experiences, or backgrounds.
- ◎ true
- ◎ false

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

57) Augmented reality is the viewing of the physical world with computer-generated layers of information added to it.
- ◎ true
- ◎ false

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58) Augmented reality is a computer-simulated environment that can be a simulation of the real world or an imaginary world.
- ◎ true
- ◎ false

59) Virtual reality is the viewing of the physical world with computer-generated layers of information added to it.
- ◎ true
- ◎ false

60) A machine-vision system uses a video camera to capture data and send it to the robot controller. Machine vision is similar in complexity to voice recognition and can be used for handwriting recognition, signature identification, and currency inspection. Two important specifications in any vision system are the sensitivity and the resolution.
- ◎ true
- ◎ false

61) Deep learning is a process that employs specialized algorithms to model and study complex datasets; the method is also used to establish relationships among data and datasets.
- ◎ true
- ◎ false

62) 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

63) 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

64) Strategic planning is a customer-facing business process.
- ◎ true
- ◎ false

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65) Product delivery is a customer-facing business process.
- ◎ true
- ◎ false

66) Improving the efficiency and effectiveness of its business processes will improve a firm's value chain.
- ◎ true
- ◎ false

67) 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

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68) Core processes are patents that protect a specific set of procedures for conducting a particular business activity.
- ◎ true
- ◎ false

69) 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

70) Examples of static processes include running payroll, calculating taxes, and creating financial statements.
- ◎ true
- ◎ false

71) Examples of dynamic processes include running payroll, calculating taxes, and creating financial statements.
- ◎ true
- ◎ false

72) A dynamic process continuously changes and provides business solutions to ever-changing business operations.
- ◎ true
- ◎ false

73) A static process continuously changes and provides business solutions to ever-changing business operations.
- ◎ true
- ◎ false

74) 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

75) A business process patent is a patent that protects a specific set of procedures for conducting a particular business activity.
- ◎ true
- ◎ false

76) A payroll 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

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

78) Business Process Model and Notation (BPMN) is a graphical notation that depicts the steps in a business process.
- ◎ true
- ◎ false

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79) 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

80) A Business Process Model and Notation (BPMN) activity is a task in a business process.
- ◎ true
- ◎ false

81) A Business Process Model and Notation (BPMN) gateway is used to control the flow of a process.
- ◎ true
- ◎ false

82) A Business Process Model and Notation (BPMN) flow displays the path in which the process flows.
- ◎ true
- ◎ false

83) 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

84) A Business Process Model and Notation (BPMN) event is a task in a business process.
- ◎ true
- ◎ false

85) A Business Process Model and Notation (BPMN) activity is used to control the flow of a process.
- ◎ true
- ◎ false

86) A Business Process Model and Notation (BPMN) gateway displays the path in which the process flows.
- ◎ true
- ◎ false

87) The primary goal of an As-Is process model is to simplify, eliminate, and improve the To-Be processes.
- ◎ true
- ◎ false

88) Business processes should never drive MIS choices and should be based on business strategies and goals.
- ◎ true
- ◎ false

89) A swim lane layout arranges the steps of a business process into a set of rows depicting the various elements.
- ◎ true
- ◎ false

90) Redundancy occurs when a task or activity is never repeated.
- ◎ true
- ◎ false

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91) Robotic process automation (RPA) is the use of software with artificial intelligence (AI) and machine learning capabilities to handle high-volume, repeatable tasks that previously required a human to perform.
- ◎ true
- ◎ false

92) Business process reengineering is the analysis and redesign of workflow within and between enterprises.
- ◎ true
- ◎ false

93) Robotic process automation (RPA) is the use of software with artificial intelligence (AI) and machine learning capabilities to handle high-volume, repeatable tasks that previously required a human to perform.
- ◎ true
- ◎ false

94) Operational business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
- ◎ true
- ◎ false

95) Managerial business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.
- ◎ true
- ◎ false

96) Strategic business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.
- ◎ true
- ◎ false

97) Strategic business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
- ◎ true
- ◎ false

98) Operational business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.
- ◎ true
- ◎ false

99) Operational business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.
- ◎ true
- ◎ false

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MULTIPLE CHOICE - Choose the one alternative that best completes the statement or answers the question.

100) Which of the following is NOT a type of organizational information system?
A) executive information system
B) decisions support system
C) analysis processing system
D) transactional processing system

101) Which of the following is an important challenge facing managers today?
A) making business decisions
B) solving business problems
C) competing to win in today's market
D) All of the answers are correct.

102) Imagine an important customer shows up at a hotel that is fully booked, and the reservation is missing. The manager must decide how to respond to the customer. At which level would this decision be made?
A) operational level
B) structured level
C) strategic level
D) analysis level

103) Which of the following is not a step in the six-step decision-making process?
A) data collection
B) employee decisions
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) defining the problem as clearly and precisely as possible
C) identifying details of every solution possible, including ideas that seem far-fetched
D) selecting the question that best solves the problem

105) Which of the following is a step in the six-step decision-making process?
A) employee engagement
B) data collection
C) detail collection
D) data-driven decision management

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106) Which of the following represents the structure of a typical organization?
A) flat line
B) pyramid
C) circle
D) cube

107) Which of the following represents the three different levels of a company pyramid from the top to the bottom?
A) managerial—strategic—operational
B) strategic—managerial—operational
C) operational—managerial—strategic
D) strategic—operational—managerial

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108) Which of the following would you include as decisions and responsibilities typically found at the managerial level of a company?
A) monthly plans
B) monthly budgets
C) monthly staffing
D) All of the answers are correct.

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

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

111) 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

112) 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 over the last six months

113) Which of the following is considered a managerial decision or semistructured decision?
A) determining how many employees are out sick
B) determining the impact of last month's marketing campaign
C) determining which employee makes the least amount of errors per day
D) tracking how much inventory is in the warehouse

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

115) At which level do managers develop the overall business strategies and monitor the performance of the organization and the competitive business environment?
A) operational level
B) strategic level
C) managerial level
D) All of the answers are correct.

116) 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 level
B) operational level
C) strategic level
D) All of the answers are correct.

117) 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 level
B) owner level
C) operational level
D) managerial level

118) Bill Schultz works at a high-powered investment firm in Los Angeles. Bill is responsible for promoting the firm's vision and creating the companywide 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 level
B) owner level
C) operational level
D) managerial level

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119) 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 in the metropolitan area. Chuck will be responsible for planning the project, managing the processes, and finalizing each new line as it is completed. How would you categorize the majority of the decisions Chuck will have to make to complete his job?
A) unstructured decisions
B) semistructured decisions
C) structured decisions
D) key performance indicators

120) 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) key performance indicators
B) structured decisions
C) critical success factors
D) semistructured decisions

121) What occurs in situations in which no procedures or rules exist to guide decision makers toward the correct choice?
A) key performance indicators
B) structured decisions
C) unstructured decisions
D) semistructured decisions

122) What arises in situations where established processes offer potential solutions?
A) analytics
B) structured decisions
C) unstructured decisions
D) key performance indicators

123) 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 the answers are correct.

124) At which level will a manager use analytics to make decisions?
A) operational level
B) managerial level
C) strategic level
D) All of the answers are correct.

125) 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 the answers are correct.

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126) 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 the answers are correct.

127) 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 the answers are correct.

128) Lower management, department managers, analysts, and staff are all employees at the _____ level.
A) operational level
B) managerial level
C) strategic level
D) All of the answers are correct.

129) Middle management, managers, and directors are all employees at the _____ level.
A) operational level
B) managerial level
C) strategic level
D) All of the answers are correct.

130) Senior management, presidents, leaders, and executives are all employees at the _____ level.
A) operational level
B) managerial level
C) strategic level
D) All of the answers are correct.

131) What is the typical timeframe for decisions at the operational level?
A) day-to-day decisions
B) monthly decisions
C) yearly decisions
D) All of the answers are correct.

132) What is the typical timeframe for decisions at the managerial level?
A) day-to-day decisions
B) monthly decisions
C) yearly decisions
D) All of the answers are correct.

133) What is the typical time frame for decisions at the strategic level?
A) day-to-day
B) monthly
C) yearly
D) All of the answers are correct.

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

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135) 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

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

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

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

139) Critical success factors (CSFs) and key performance indicators (KPIs) are the two core metrics used within a business to track progress or success. What is the relationship between CSFs and KPIs?
A) CSFs are business strategy elements, whereas KPIs measure the progress of the CSFs.
B) CSFs build the business environment, whereas KPIs explain how to build the CSFs.
C) KPIs are used first, and CSFs are applied later.
D) KPIs promote employees on their performance, whereas CSFs demote employees based on their performance.

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140) 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 competitor's sales from the firm's total sales
D) subtracting the industry's total sales from the firm's total sales

141) 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 the current market share of Anne-Marie's company?
A) 1 percent
B) 10 percent
C) 18 percent
D) 20 percent

142) 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

143) Which of the following represents an internal key performance indicator that shows the earning power of a project?
A) market share
B) return on intelligence
C) sensitivity analysis
D) return on investment

144) 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 the answers are correct.

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

146) 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

147) 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

148) 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

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

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

151) 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

152) 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

153) What would a company like eBay or Amazon be constantly benchmarking?
A) financial metrics
B) MIS input, process, output
C) MIS efficiency and MIS effectiveness
D) All of the answers are correct.

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154) 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

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

156) 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

157) Efficiency MIS metrics focus on the extent to which a firm is using its resources in an optimal way, whereas 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 the answers are correct.

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

159) 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

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

161) A common mistake that many managers 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

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

163) 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) All of the answers are correct.

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

165) 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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166) What are the most successful solutions or problem-solving methods that have been developed by a specific organization or industry?
A) return on investment
B) metrics
C) best practices
D) key performance indicators

167) What indicates the earning power of a project?
A) return on investment
B) metrics
C) best practices
D) key performance indicators

168) What are measurements that evaluate results to determine whether a project is meeting its goals?
A) return on investment
B) metrics
C) best practices
D) key performance indicators

169) What are the crucial steps companies perform to achieve their goals and objectives and implement their strategies?
A) return on investment
B) critical success factors
C) best practices
D) key performance indicators

170) What are the quantifiable metrics a company uses to evaluate progress toward critical success factors?
A) return on investment
B) critical success factors
C) key performance indicators
D) return on performance

171) What type of decision is the following: How many employees do we need to staff for Memorial Day?
A) operational decision
B) managerial decision
C) strategic decision
D) All of the answers are correct.

172) What type of decision is the following: What was the impact of last month's loyalty 10 percent discount on all grocery sales?
A) operational decision
B) managerial decision
C) strategic decision
D) All of the answers are correct.

173) What type of decision is the following: What was the difference between forecasted sales and actual sales last year?
A) operational decision
B) managerial decision
C) strategic decision
D) All of the answers are correct.

174) What type of decision is the following: How will new data laws impact the business?
A) operational decision
B) managerial decision
C) strategic decision
D) All of the answers are correct.

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175) What type of decision is the following: Which employee should we let go home since business is slow?
A) operational decision
B) managerial decision
C) strategic decision
D) All of the answers are correct.

176) What type of decision is the following: How many temporary employees do we need to hire for the holiday season?
A) operational decision
B) government decision
C) strategic decision
D) All of the answers are correct.

177) What type of decision is the following: What is the best route for dropping off products customers ordered in your neighborhood?
A) efficiency decision
B) effectiveness decision
C) AI decision
D) All of the answers are correct.

178) What type of decision is the following: Did we meet sales quotas?
A) efficiency decision
B) effectiveness decision
C) AI decision
D) All of the answers are correct.

179) What type of decision is the following: Should we reduce costs by buying lower-quality ingredients?
A) efficiency decision
B) KPI metric decision
C) AI decision
D) All of the answers are correct.

180) What type of decision is the following: What was the turnover rate for employees?
A) efficiency decision
B) effectiveness decision
C) AI decision
D) All of the answers are correct.

181) What is a time-series chart?
A) a type of graph in which a circle is divided into sectors that each represents a proportion of the whole
B) a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent
C) a chart that is a graphical representation showing change of a variable over time
D) All of the answers are correct.

182) What is an infographic?
A) a representation of information in a graphic format designed to make the data easily understandable at a glance
B) a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent
C) a chart that is a graphical representation showing change of a variable over time
D) All of the answers are correct.

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183) Which of the following represent 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) All of the answers are correct.

184) What can a model accomplish?
A) calculate risks
B) understand uncertainty
C) manipulate time
D) All of the answers are correct.

185) What compiles information from multiple sources and tailors it to meet user needs?
A) algorithm
B) digitization
C) deep learning
D) digital dashboard

186) What captures transaction and event information using technology to (1) process the information according to defined business rules, (2) store the information, and (3) update existing information to reflect the new information?
A) online transaction processing
B) online analytical processing
C) transaction processing system
D) decision support system

187) What is the basic business system that serves the operational level and assists in making structured decisions?
A) online transaction processing
B) online analytical processing
C) transaction processing system
D) decision support system

188) What encompasses all organizational information and its primary purpose is to support the performance of managerial analysis or semistructured decisions?
A) online transaction processing
B) online analytical processing
C) analytical information
D) transactional information

189) 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) online transaction processing
B) online analytical processing
C) analytical information
D) transactional information

190) What is the manipulation of information to create business intelligence in support of strategic decision making?
A) online transaction processing
B) online analytical processing
C) transaction processing system
D) decision support system

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191) What models information and provides assistance in evaluating and choosing among different courses of action?
A) online transaction processing
B) online analytical processing
C) transaction processing system
D) decision support system

192) 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 the answers are correct.

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

194) 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 the answers are correct.

195) What is a representation of information in a graphic format designed to make the data easily understandable at a glance?
A) infographic
B) pie chart
C) bar chart
D) histogram

196) What is a type of graph in which a circle is divided into sectors that each represents a proportion of the whole?
A) infographic
B) pie chart
C) bar chart
D) histogram

197) What is a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent?
A) infographic
B) pie chart
C) bar chart
D) histogram

198) What is a graphical display of data using bars of different heights that groups numbers into ranges?
A) infographic
B) pie chart
C) bar chart
D) histogram

199) What is a small embedded line graph that illustrates a single trend?
A) bar chart
B) histogram
C) time-series chart
D) sparkline

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200) What is a graphical representation showing the change of a variable over time?
A) bar chart
B) histogram
C) time-series chart
D) sparkline

201) What is a pie chart?
A) a type of graph in which a circle is divided into sectors that each represents a proportion of the whole
B) a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent
C) a graphical display of data using bars of different heights. It is similar to a bar chart, but a histogram groups numbers into ranges.
D) a small embedded line graph that illustrates a single trend

202) What is a bar chart?
A) a type of graph in which a circle is divided into sectors that each represents a proportion of the whole
B) a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent
C) a graphical display of data using bars of different heights. It is similar to a bar chart, but a histogram groups numbers into ranges.
D) a small embedded line graph that illustrates a single trend

203) What is a histogram?
A) a type of graph in which a circle is divided into sectors that each represents a proportion of the whole
B) a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent
C) a graphical display of data using bars of different heights that groups numbers into ranges
D) a small embedded line graph that illustrates a single trend

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204) What is a sparkline?
A) a type of graph in which a circle is divided into sectors that each represents a proportion of the whole
B) a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent
C) a graphical display of data using bars of different heights. It is similar to a bar chart, but a histogram groups numbers into ranges.
D) a small embedded line graph that illustrates a single trend

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

206) Which of the following is a potential feature of a digital dashboard?
A) a hot list of key performance indicators 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 the answers are correct.

207) What is a simplified representation or abstraction of reality?
A) model
B) metric
C) redundancy
D) All of the answers are correct.

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

209) What would managers use to make structured decisions at the operational level?
A) transactional information
B) analytical information
C) executive information system
D) neural network

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210) Which of the following would create transactional information?
A) projecting future sales growth
B) making an airline reservation
C) hiring part-time employees for the holiday season
D) generating payroll reports

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211) 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

212) 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 payroll system
B) Comfort Dental's patient diagnosis system
C) First Bank's ATM
D) Stewart Sport's order-entry system

213) What is the management information system that manipulates information to create business intelligence in support of strategic decision making?
A) online transaction processing
B) online analytical processing
C) digital dashboard
D) visualization

214) 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 the answers are correct.

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

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216) Decision making at the executive or strategic level requires business intelligence and knowledge to support the uncertainty and complexity of the business. What is a specialized decision support system that supports senior-level executives and unstructured decisions requiring judgment, evaluation, and insight?
A) online transaction processing
B) executive information system
C) transaction support system
D) decision support system

217) Executives of a company deal less with details of the operational activities and more with the higher, meaningful aggregations of information or "coarser" information. What refers to the level of detail in the model?
A) digital dashboard
B) visualization
C) granularity
D) consolidation

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218) How does a decision support system typically differ from an executive information system?
A) an executive information system requires data from external sources to support unstructured decisions, whereas a decision support system typically uses internal sources to support semistructured decisions
B) a decision support system typically uses external sources, and an executive information system uses internal sources to support decisions
C) a decision support system never uses external sources
D) an executive information system always uses internal sources to support structured decisions

219) What is a graphical display of patterns and complex relationships in large amounts of data?
A) visualization
B) model
C) table
D) digital dashboard

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

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221) What is the automation of existing manual and paper-based processes and workflows to a digital format?
A) digitization
B) data augmentation
C) overfitting
D) underfitting

222) What occurs when you add additional training examples by transforming existing training examples?
A) digitization
B) data augmentation
C) overfitting
D) underfitting

223) What occurs when a machine learning model matches the training data so closely that the model fails to make correct predictions on new data?
A) digitization
B) data augmentation
C) overfitting
D) underfitting

224) What occurs when a machine learning model has poor predictive abilities because it did not learn the complexity in the training data?
A) digitization
B) data augmentation
C) overfitting
D) underfitting

225) Which of the following best describes affinity bias?
A) the tendency to prefer certain types of names
B) acting similarly, or conforming to those around you, regardless of your own views
C) looking for evidence that backs up preconceived ideas about someone
D) a tendency to connect with, hire, and promote those with similar interests or backgrounds

226) Which of the following is an example of affinity bias?
A) Javier focuses on hiring people who have similar experience and backgrounds required by the job description.
B) Brian tries to hire people with an affinity for the daily requirements of the job.
C) Sonequa focuses on hiring people who accept the first salary offer due to tight budgets.
D) Emily often hires people who have similar backgrounds and interests as her because she believes it improves collaboration.

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227) Surveys have found that voters tend to ignore information from news broadcasters that contradicts their existing beliefs and views. Which of the following types of bias best describes such type of voter behavior?
A) preference bias
B) confirmation bias
C) affinity bias
D) conformity bias

228) Which of the following best describes confirmation bias?
A) the tendency to prefer certain types of names
B) actively looking for evidence that backs up preconceived ideas about someone
C) acting similarly, or conforming to those around you, regardless of your own views
D) a tendency to connect with, hire, and promote those with similar interests, experiences, or backgrounds

229) Which of the following refers to the tendency to prefer certain types of names?
A) affinity bias
B) confirmation bias
C) name bias
D) preference bias

230) Which of the following best describes name bias?
A) the tendency to prefer certain types of names
B) actively looking for evidence that backs up preconceived ideas about someone
C) acting similarly, or conforming to those around you, regardless of your own views
D) All of the answers are correct.

231) Which of the following best describes conformity bias?
A) the tendency to prefer certain types of names
B) the tendency to look for evidence that backs up preconceived ideas about someone
C) the tendency to act similarly to those around you, regardless of your own views
D) the tendency to hire those with similar work experiences

232) Which type of bias refers to the tendency of someone to match the behavior of their team members, regardless of their personality?
A) name bias
B) confirmation bias
C) conformity bias
D) affinity bias

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233) What is digitization?
A) the automation of existing manual and paper-based processes and workflows to a digital format
B) occurs when adding additional training examples by transforming existing examples
C) occurs when a machine learning model matches the training data so closely that the model fails to make correct predictions on new data
D) occurs when a machine learning model has poor predictive abilities because it did not learn the complexity in the training data

234) What is data augmentation?
A) the automation of existing manual and paper-based processes and workflows to a digital format
B) occurs when adding additional training examples by transforming existing examples
C) occurs when a machine learning model matches the training data so closely that the model fails to make correct predictions on new data
D) occurs when a machine learning model has poor predictive abilities because it did not learn the complexity in the training data

235) What is overfitting?
A) the automation of existing manual and paper-based processes and workflows to a digital format
B) occurs when adding additional training examples by transforming existing examples
C) occurs when a machine learning model matches the training data so closely that the model fails to make correct predictions on new data
D) occurs when a machine learning model has poor predictive abilities because it did not learn the complexity in the training data

236) What is underfitting?
A) the automation of existing manual and paper-based processes and workflows to a digital format
B) occurs when adding additional training examples by transforming existing examples
C) occurs when a machine learning model matches the training data so closely that the model fails to make correct predictions on new data
D) occurs when a machine learning model has poor predictive abilities because it did not learn the complexity in the training data

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237) What is a problem with using incorrect training data to train a machine?
A) sample bias
B) prejudice bias
C) measurement bias
D) All of the answers are correct.

238) Which type of bias occurs as a result of training data that is influenced by cultural or other stereotypes?
A) sample bias
B) prejudice bias
C) measurement bias
D) variance bias

239) What type of bias occurs when there is a problem with the data collected that skews the data in one direction?
A) sample bias
B) prejudice bias
C) measurement bias
D) variance bias

240) Which type of bias represents a tendency to connect with, hire, and promote those with similar interests, experiences, or backgrounds?
A) sample bias
B) prejudice bias
C) measurement bias
D) affinity bias

241) What is sample bias?
A) a problem with using incorrect training data to train the machine
B) a result of training data that is influenced by cultural or other stereotypes
C) occurs when there is a problem with the data collected that skews the data in one direction
D) a mathematical property of an algorithm; this is the only bias not associated with the input or training data

242) What is prejudice bias?
A) a problem with using incorrect training data to train the machine
B) a result of training data that is influenced by cultural or other stereotypes
C) occurs when there is a problem with the data collected that skews the data in one direction
D) a mathematical property of an algorithm; this is the only bias not associated with the input or training data

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243) What is measurement bias?
A) a problem with using incorrect training data to train the machine
B) a result of training data that is influenced by cultural or other stereotypes
C) occurs when there is a problem with the data collected that skews the data in one direction
D) a mathematical property of an algorithm; this is the only bias not associated with the input or training data

244) What is variance bias?
A) a problem with using incorrect training data to train the machine
B) a result of training data that is influenced by cultural or other stereotypes
C) occurs when there is a problem with the data collected that skews the data in one direction
D) a mathematical property of an algorithm; this is the only bias not associated with the input or training data

245) What is affinity bias?
A) a problem with using incorrect training data to train the machine
B) a result of training data that is influenced by cultural or other stereotypes
C) occurs when there is a problem with the data collected that skews the data in one direction
D) a tendency to connect with, hire, and promote those with similar interests, experiences, or backgrounds

246) Which of the following is NOT a type of machine learning?
A) supervised machine learning
B) unsupervised machine learning
C) transfer machine learning
D) market share machine learning

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247) What is a robot capable of making its own decisions and performing an action accordingly?
A) digitization
B) autonomous robotics
C) deep learning
D) reinforcement learning

248) What is the training of machine learning models to make a sequence of decisions?
A) digitization
B) autonomous robotics
C) deep learning
D) reinforcement learning

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249) What is a process that employs specialized algorithms to model and study complex datasets; the method is also used to establish relationships among data and datasets?
A) digitization
B) autonomous robotics
C) deep learning
D) reinforcement learning

250) 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) reinforcement learning

251) 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 information 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

252) Which of the following does not represent a category of AI?
A) genetic algorithms
B) neural networks
C) expert systems
D) consolidation

253) What is the viewing of the physical world with computer-generated layers of information added to it?
A) augmented reality
B) deep learning
C) neural network
D) virtual reality

254) 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
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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255) Which of the following categories of AI is used extensively in the finance industry to analyze situations in which the logic or rules are unknown?
A) expert system
B) virtual reality
C) neural network
D) genetic algorithm

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256) 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.

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

258) What is the ability of a computer to "see" by digitizing an image, processing the data it contains, and taking some kind of action?
A) case-based reasoning
B) machine vision
C) machine-vision sensitivity
D) machine-vision resolution

259) What is the ability of a machine to see in dim light or to detect weak impulses at invisible wavelengths?
A) case-based reasoning
B) machine vision
C) machine-vision sensitivity
D) machine-vision resolution

260) What is the extent to which a machine can differentiate between objects?
A) case-based reasoning
B) machine vision
C) machine-vision sensitivity
D) machine-vision resolution

261) 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) robotic process automation
C) overfitting
D) virtual reality

262) What is a process that employs specialized algorithms to model and study complex datasets; the method is also used to establish relationships among data and datasets?
A) reinforcement learning
B) deep learning
C) machine-vision sensitivity
D) machine-vision resolution

263) What refers to a set of instructions that completes a task?
A) algorithm
B) machine learning
C) sample bias
D) name bias

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264) What is a type of artificial intelligence that enables computers to both understand concepts in the environment and to learn?
A) algorithm
B) machine learning
C) sample bias
D) reinforcement learning

265) What is machine learning?
A) refers to a set of instructions that completes a task
B) a type of artificial intelligence that enables computers to both understand concepts in the environment and to learn
C) machines that can still make their own decisions based on reasoning and past sets of data
D) refers to the field of artificial intelligence that works toward providing brainlike powers to AI machines; in effect, it works to make machines as intelligent as the humans.

266) For what types of business decisions would an executive information system use artificial intelligence?
A) semistructured decisions
B) multistructured decisions
C) structured decisions
D) unstructured decisions

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

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268) 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) information reality

269) 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) information reality

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270) Which of the following business processes would you find in the marketing and sales division?
A) manufacturing inventory
B) enrolling employees in a health care plan
C) promoting of discounts
D) creating financial statements

271) 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

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

273) 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 answers are correct

274) 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 the answers are correct.

275) What type of processes 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 the answers are correct.

276) Which of the following 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 the answers are correct.

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277) 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; industry-specific customer-facing processes are back-office processes.
D) Customer-facing processes are back-office processes; industry-specific customer-facing processes are front-office processes.

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

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

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

281) 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 the answers are correct.

282) 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

283) What continuously changes and provides business solutions to ever-changing business operations?
A) static process
B) dynamic process
C) financial process
D) sales process

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284) Which of the following are examples of static processes?
A) running payroll
B) calculating taxes
C) creating financial statements
D) All of the answers are correct.

285) 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 the answers are correct.

286) Which of the following is an example of a dynamic process?
A) running payroll
B) calculating taxes
C) creating financial statements
D) employee layoffs

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

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

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

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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

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

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

297) Jessica Ulta works 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 processes
D) industry-specific business-facing processes

298) Sarah Smith 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

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 model
B) To-Be process model
C) competitive business process model
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

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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

303) Local florist Cheryl Steffan 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 worst way to solve a problem
D) to determine what the problem is and then how to solve it

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305) Which of the following typically occurs during operational business process improvement?
A) automation
B) streamlining
C) reengineering
D) improvement

306) Which of the following typically occurs during managerial business process improvement?
A) automation
B) streamlining
C) reengineering
D) improvement

307) Which of the following typically occurs during strategic business process improvement?
A) automation
B) streamlining
C) reengineering
D) improvement

308) What does business process reengineering assume about the current process?
A) the current process is irrelevant
B) the current process is broken
C) the current process must be overhauled from scratch
D) All of the answers are correct.

309) What is the use of software with artificial intelligence (AI) and machine learning capabilities to handle high-volume, repeatable tasks that previously required a human to perform?
A) data augmentation
B) robotic process automation
C) deep learning
D) machine learning

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

311) What is the point at which resources reach full capacity and cannot handle any additional demands?
A) optimization analysis
B) bottleneck
C) redundancy
D) swim lane

312) 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

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

314) 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

315) Which of the following explains why a company would implement a business process reengineering strategy?
A) to encourage competition
B) to decrease customers
C) to create value for the customer
D) All of the answers are correct.

316) 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

317) 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

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

319) What occur(s) when resources reach full capacity and cannot handle any additional demands, limiting throughput and impeding operations?
A) bottlenecks
B) redundancy
C) automation
D) streamlining

320) What occur(s) when a task or activity is unnecessarily repeated?
A) bottlenecks
B) redundancy
C) automation
D) streamlining

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321) 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

322) What are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions?
A) operational business processes
B) managerial business processes
C) strategic business processes
D) success business processes

323) What are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements?
A) operational business processes
B) managerial business processes
C) strategic business processes
D) success business processes

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

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

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326) What are operational business processes?

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

ESSAY. Write your answer in the space provided or on a separate sheet of paper.

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

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

329) 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.

330) Define bias and provide two examples of personal bias.
Bias is a disproportionate weight in favor of or against an idea or thing, usually in a way that is closed-minded, prejudicial, or unfair. [Student may choose two of the four personal biases identified in his chapter]

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

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

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333) Differentiate among business process improvements, streamlining, and reengineering.

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Answer Key

Test name: Chapter 02

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

2) TRUE
3) TRUE
4) TRUE
5) FALSE
6) TRUE
7) FALSE
8) FALSE
9) TRUE
10) FALSE
11) TRUE
12) TRUE
13) TRUE
14) FALSE
15) FALSE
16) TRUE
17) FALSE
18) TRUE
19) TRUE
20) TRUE
21) FALSE
22) TRUE
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72) TRUE

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73) FALSE
74) TRUE
75) TRUE
76) FALSE
77) TRUE
78) TRUE
79) TRUE
80) TRUE
81) TRUE
82) TRUE
83) FALSE
84) FALSE
85) FALSE
86) FALSE
87) TRUE
88) FALSE
89) TRUE
90) FALSE
91) TRUE
92) TRUE
93) TRUE
94) TRUE
95) TRUE
96) TRUE
97) FALSE
98) FALSE
99) FALSE
100) C
Analysis processing system is not a type of organizational IS.

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

102) A
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.

103) B
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.

104) A
The six-step decision-making process is (1) problem identification, (2) data collection, (3) solution generation, (4) solution test, (5) solution selection, and (6) solution implementation. The final step is where the solution solves the problem or if wrong decisions were made then the process begins again.

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105) B
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, the process begins again.

106) B
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.

107) B

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

108) D
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.

109) B
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

110) C
A structured decision involves situations where established processes offer potential solutions.

111) B
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, whereas entering a new market is a type of unstructured decision.

112) A
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, whereas entering a new market is a type of unstructured decision.

113) B
Managerial decisions concern how an organization should achieve the goals and objectives set by its strategy, and they are usually the responsibility of mid-level management. Managerial decisions are considered semistructured decisions.

114) D
The three types of decisions made at the operational, managerial, and strategic levels are (1) structured decisions, (2) unstructured decisions, and (3) semistructured decisions.

115) B
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.

116) A
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.

117) C

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

118) A
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.

119) B
Chuck will be faced with many semistructured decisions as he manages the transportation system expansion.

120) D
Semistructured decisions occur in situations in which a few established processes help to evaluate potential solutions, but not enough to lead to a definite recommended decision.

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

122) B
Structured decisions arise in situations in which established processes offer potential solutions.

123) D
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.

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

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

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

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

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128) A
Lower management, department managers, analysts, and staff are all employees at the operational level.

129) B
Middle management, managers, and directors are all employees at the managerial level.

130) C
Senior management, presidents, leaders, and executives are all employees at the strategic level.

131) A
Decisions at the operational level are made daily.

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132) B
Decisions at the managerial level are made monthly.

133) C
Decisions at the strategic level are made yearly.

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

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

136) A
Critical success factors 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.

137) D
One critical success factor can have several key performance indicators.

138) C
Examples of key performance indicators 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.

139) A
Critical success factors are elements crucial for a business strategy's success, whereas key performance indicators measure the progress of the CSFs.

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

141) B
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. In this case, $3 million divided by $30 million is 10 percent.

142) B
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. In this case,10 percent of $50 million is $5 million. Since Anne-Marie's division already has $3 million, she needs an additional $2 million in sales.

143) D
An internal key performance indicator that indicates the earning power of a project is return on investment or ROI.

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

145) A

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Efficiency MIS metrics measure throughput, speed, and availability.

146) B
Effectiveness MIS metrics measure customer satisfaction.

147) A
"Doing things right" addresses efficiency.

148) B
"Doing the right things" addresses effectiveness.

149) C
Usability is an effectiveness MIS metric.

150) D
Web traffic is an efficiency MIS metric.

151) A
This is the definition of usability.

152) B
This is the definition of customer satisfaction.

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

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

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

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

157) D
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.

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

159) C
The effectiveness metrics that track the number of customers an organization "touches" for the first time and persuades to purchase its products or services are conversion rates.

160) A
The usability effectiveness metrics measure the ease with which people perform transactions and find information.

161) B

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

162) D
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.

163) A
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.

164) D
The role of benchmarks within a company includes (1) to help assess how an MIS project performs over time, (2) when measured against MIS projects, to provide feedback so managers can control the system, and (3) to establish baseline values the system seeks to attain.

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

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

167) A
ROI indicates the earning power of a project.

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

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

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

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171) A
This is an operational decision.

172) B
This is a managerial decision.

173) C
This is an example of a strategic decision.

174) C
This is an example of a strategic decision.

175) A
This is an operational decision.

176) A
This is a type of operational decision.

177) A
This is a type of efficiency decision.

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178) B
This is a type of effectiveness decision.

179) A
This is a type of efficiency decision.

180) B
This is a type of effectiveness decision.

181) C
A time-series chart is a graphical representation showing change of a variable over time.

182) A
An infographic (information graphic) is a representation of information in a graphic format designed to make the data easily understandable at a glance.

183) C
Executive information systems, decision support systems, and transaction processing systems are the top-down organizational levels of information technology systems.

184) D
A model can do all of these.

185) D
Digital dashboard compiles information from multiple sources and tailors it to meet user needs.

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

187) C
A transaction processing system is the basic business system that serves the operational level and assists in making structured decisions.

188) C
Analytical information encompasses all organizational information, and its primary purpose is to support the performance of managerial analysis or semistructured decisions.

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189) D
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.

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

191) D
A decision support system models information and provides assistance in evaluating and choosing among different courses of action.

192) A

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

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

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

195) A
An infographic (information graphic) is a representation of information in a graphic format designed to make the data easily understandable at a glance.

196) B
A pie chart a type of graph in which a circle is divided into sectors that each represents a proportion of the whole.

197) C
A bar chart is a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent.

198) D
A histogram is a graphical display of data using bars of different heights. It is similar to a bar chart, but a histogram groups numbers into ranges.

199) D
A sparkline is a small embedded line graph that illustrates a single trend.

200) C
A time-series chart is a chart is a graphical representation showing change of a variable over time.

201) A
A pie chart a type of graph in which a circle is divided into sectors that each represents a proportion of the whole.

202) B
A bar chart presents grouped data with rectangular bars with lengths proportional to the values that they represent.

203) C
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204) D
A sparkline is a small embedded line graph that illustrates a single trend.

205) D
All of these are correct in terms of granularity.

206) D
All of these are potential features of a digital dashboard.

207) A
A simplified representation or abstraction of reality is a model.

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

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

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

211) A
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.

212) B
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. Answer B is an example of decision support system (DSS).

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

214) D
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.

215) D
Online transaction processing (OLTP) is the capturing of transaction and event information using technology to (1) process the information according to defined business rules, (2) store the information, and (3) update existing information to reflect the new information. It is used at the operational level and to support structured decisions. Online analytical processing (OLAP) is the manipulation of information to create business intelligence in support of strategic decision making. It is used at the managerial level and to support semistructured decisions.

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216) B
An executive information system (EIS) is a specialized DSS that supports senior-level executives and unstructured, long-term, nonroutine decisions requiring judgment, evaluation, and insight.

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

218) A

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A decision support system (DSS) differs from an executive information system (EIS) primarily because an EIS requires data from external sources to support unstructured decisions, whereas a DSS typically uses internal sources to support semistructured decisions.

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

220) D
Neural network is a category of AI that attempts to emulate the way the human brain works.

221) A
Digitization is the automation of existing manual and paper-based processes and workflows to a digital format.

222) B
Data augmentation occurs when adding additional training examples by transforming existing examples.

223) C
Overfitting occurs when a machine learning model matches the training data so closely that the model fails to make correct predictions on new data.

224) D
Underfitting occurs when a machine learning model has poor predictive abilities because it did not learn the complexity in the training data.

225) D
Affinity bias is a tendency to connect with, hire, and promote those with similar interests, experiences, or backgrounds.

226) D
Affinity bias is a tendency to connect with, hire, and promote those with similar interests, experiences, or backgrounds.

227) B
Confirmation bias refers to actively looking for evidence that backs up preconceived ideas about someone.

228) B
Confirmation bias refers to actively looking for evidence that backs up preconceived ideas about someone.

229) C
Name bias is the tendency to prefer certain types of names.

230) A
Name bias: The tendency to prefer certain types of names

231) C
Conformity bias is the tendency to act similarly, or conforming to those around you, regardless of your own views.

232) C
Conformity bias is the tendency to act similarly, or conforming to those around you, regardless of your own views.

233) A

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236) D
Underfitting occurs when a machine learning model has poor predictive abilities because it did not learn the complexity in the training data.

237) A
Sample bias is a problem with using incorrect training data to train the machine.

238) B
Prejudice bias is a result of training data that is influenced by cultural or other stereotypes.

239) C
Measurement bias occurs when there is a problem with the data collected that skews the data in one direction.

240) D
Affinity bias is a tendency to connect with, hire, and promote those with similar interests, experiences, or backgrounds.

241) A
Sample bias is a problem with using incorrect training data to train the machine.

242) B
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243) C
Measurement bias occurs when there is a problem with the data collected that skews the data in one direction.

244) D
Variance bias is a mathematical property of an algorithm. This is the only bias not associated with the input or training data.

245) D
Affinity bias a tendency to connect with, hire, and promote those with similar interests, experiences, or backgrounds.

246) D
Market share machine learning is not a type of machine learning.

247) B
A robot is capable of making its own decisions and performing an action accordingly.

248) D
Reinforcement learning is the training of machine learning models to make a sequence of decisions.

249) C

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Deep learning is a process that employs specialized algorithms to model and study complex datasets; the method is also used to establish relationships among data and datasets.

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

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

252) D
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.

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

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

255) C
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 in which the logic or rules are unknown.

256) C
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.

257) A
The mathematical method of handling imprecise or subjective information is fuzzy logic.

258) B
Machine vision is the ability of a computer to "see" by digitizing an image, processing the data it contains, and taking some kind of action.

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259) C
Machine-vision sensitivity is the ability of a machine to see in dim light or to detect weak impulses at invisible wavelengths.

260) D
Machine-vision resolution is the extent to which a machine can differentiate between objects.

261) A
The artificial intelligence system that is an optimizing system that can find and evaluate solutions with many more possibilities, faster, and more thoroughly than a human is genetic algorithm.

262) B

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Deep learning is a process that employs specialized algorithms to model and study complex datasets; the method is also used to establish relationships among data and datasets.

263) A
An algorithm refers to a set of instructions that completes a task.

264) B
Machine learning is a type of artificial intelligence that enables computers to both understand concepts in the environment and to learn.

265) B
Machine learning is a type of artificial intelligence that enables computers to both understand concepts in the environment and to learn.

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266) D
Executive information systems are utilizing artificial intelligence to support unstructured strategic decision making.

267) A
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.

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

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

270) C
Samples of business processes for the marketing and sales division of a company include (1) promoting of discounts, (2) communicating marketing campaigns, (3) attracting customers, and (4) processing sales.

271) B
The marketing and sales division is responsible for the business processes of promoting of discounts, communicating marketing campaigns, attracting customers, and processing sales.

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

273) B
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.

274) C
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.

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275) A
Order processing, customer service processing, sales processing, customer billing processing, and order shipping processing are all customer-facing processes.

276) D
Some business processes 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.

277) B
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.

278) A
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.

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

280) A
Some business processes within the operational management division of a company include (1) ordering inventory, (2) creating production schedules, and (3) manufacturing goods.

281) B
Business processes should drive technology choices.

282) A
A static process uses a systematic approach in an attempt to improve business effectiveness and efficiency continuously.

283) B
A dynamic process continuously changes and provides business solutions to ever-changing business operations.

284) D
Managers constantly attempt to optimize static processes. Examples of static processes include running payroll, calculating taxes, and creating financial statements.

285) D
All of these are examples of dynamic processes.

286) D

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Employee layoffs are examples of dynamic processes.

287) D
Creating financial statements is an example of a static process.

288) C
Business Process Model Notation is a graphical notation that depicts the steps in a business process.

289) C
A BPMN flow displays the path in which the process flows.

290) B
A BPMN activity is a task in a business process.

291) A
A BPMN event is anything that happens during the course of a business process.

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

293) A
A BPMN event is represented by a circle in a business process model.

294) B
An activity is represented by a rounded-corner rectangle in a business process model.

295) D
Gateways are represented by a diamond shape in a business process model.

296) C
Flows are represented by arrows in a business process model.

297) B
When considering the business process modeling chart, Jessica is taking part in the industry-specific customer-facing processes depicted in the example.

298) A
The business-facing processes are (1) strategic planning, (2) tactical planning, (3) budget forecasting, (4) training, and (5) purchasing raw material.

299) A
The model that represents the current state of the operation that has been mapped, without any specific improvements or changes to existing processes is the As-Is process model.

300) D
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.

301) A
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.

302) C

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

303) A
The As-Is process model has the primary goals to simplify, eliminate, and improve the processes by defining the most efficient and effective process.

304) D
The primary goal of the As-Is and the To-Be process models is to determine what the problem is and how to solve it.

305) A
Automation typically occurs during operational business process improvement.

306) B
Streamlining typically occurs during managerial business process improvement.

307) C
Reengineering typically occurs during strategic business process improvement.

308) D
Business process reengineering in the extreme assumes the current process is irrelevant, broken, or must be overhauled.

309) B
Robotic process automation is the use of software with artificial intelligence (AI) and machine learning capabilities to handle high-volume, repeatable tasks that previously required a human to perform.

310) D
The factor for improving managerial level business processes is streamlining, which improves business process efficiencies by simplifying or eliminating unnecessary steps.

311) B
Bottlenecks occur when resources reach full capacity and cannot handle any additional demands; they limit throughput and impede operations.

312) C
Automating a business process that contains bottlenecks or redundancies will magnify or amplify these problems if they are not corrected first.

313) C
Business process reengineering is the analysis and redesign of workflow within and between enterprises

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314) A
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.

315) C
To create value for the customer is the leading reason a company would implement a business process reengineering strategy, and MIS often plays an important enabling role.

316) A

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Workflow includes the tasks, activities, and responsibilities required to execute each step in a business process.

317) C
Automation is the process of computerizing manual tasks, making them more efficient and effective and dramatically lowering operational costs.

318) D
Streamlining improves business process efficiencies by simplifying or eliminating unnecessary steps.

319) A
Bottlenecks occur when resources reach full capacity and cannot handle any additional demands limiting throughput and impeding operations.

320) B
Redundancy occurs when a task or activity is unnecessarily repeated.

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

322) C
Strategic business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

323) B
Managerial business processes semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements

324) B
Managerial business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

325) A
Strategic business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

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

327) Essay

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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 in which established processes offer potential solutions. Structured decisions are made frequently and are almost repetitive in nature; they affect short-term business strategies. At the managerial level, employees are continuously evaluating company operations to hone the firm's abilities to identify, adapt to, and leverage change. Managerial decisions cover short- and medium-range plans, schedules, and budgets along with policies, procedures, and business objectives for the firm. These types of decisions are considered semistructured decisions; they occur in situations in which a few established processes help to evaluate potential solutions, but not enough to lead to a definite recommended decision. At the strategic level, managers develop overall business strategies, goals, and objectives as part of the company's strategic plan. They also monitor the strategic performance of the organization and its overall direction in the political, economic, and competitive business environment. Strategic decisions are highly unstructured decisions, occurring in situations in which no procedures or rules exist to guide decision makers toward the correct choice. They are infrequent, extremely important, and typically related to long-term business strategy.

328) Essay

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.

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329) Essay

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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: (1) 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; (2) managerial: A decision support system (DSS) models information to support managers and business professionals during the decision making process; and (3) strategic: An executive information system (EIS) is a specialized DSS that supports senior-level executives within the organization.

330) Essay
Affinity bias: A tendency to connect with, hire, and promote those with similar interests, experiences, or backgrounds.
Conformity bias: Acting similarly, or conforming to those around you, regardless of your own views.
Confirmation bias: Actively looking for evidence that backs up preconceived ideas about someone.
Name bias: The tendency to prefer certain types of names

331) Essay

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.

332) Essay

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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. 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.

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.

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333) Essay

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