## Multiple Choice

1. The outcome of the analysis phase is the:
   1. Feasibility analysis document
   2. System proposal document
   3. System specification document
   4. System request document
   5. Business process document

Ans: b

Reference: Figure 1-3: Systems Development Life Cycle Phases

Difficulty: easy

1. The outcome of the planning phase is the:
   1. Test plan
   2. System proposal document
   3. System specification document
   4. System request document
   5. Business process document

Ans: d

Reference: Figure 1-3: Systems Development Life Cycle Phases

Difficulty: easy

1. The outcome of the design phase is the:
   1. Feasibility analysis document
   2. System proposal document
   3. System specification document
   4. System request document
   5. Business process document

Ans: c

Reference: Figure 1-3: Systems Development Life Cycle Phases

Difficulty: easy

1. Another outcome of the planning phase is the:
   1. Feasibility analysis document
   2. Project plan
   3. System specification document
   4. System proposal document
   5. Business process document

Ans: b

Reference: Figure 1-3: Systems Development Life Cycle Phases

Difficulty: easy

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

Ans: e  
Reference: Introduction

Difficulty: medium

1. Which is NOT an attribute of a systems analyst?
   1. Understanding what to change
   2. Knowing how to change it
   3. Convincing others of the need to change
   4. Serving as a change agent
   5. Selecting which projects to approve

Ans: e

Reference: The Systems Analyst

Difficulty: easy

1. Which of the following project roles would identify how technology can improve business processes?
   1. Systems analyst
   2. Business analyst
   3. Infrastructure analyst
   4. Change management analyst
   5. Requirements analyst

Ans: a

Reference: The System Analyst

Difficulty: easy

1. Which of the following project roles would insure that the system conforms to information systems standards?
   1. Systems analyst
   2. Business analyst
   3. Infrastructure analyst
   4. Change management analyst
   5. Project manager

Ans: a

Reference: The System Analyst

Difficulty: easy

1. Which of the following project roles would focus on stakeholder requirements?
   1. Systems analyst
   2. Business analyst
   3. Infrastructure analyst
   4. Change management analyst
   5. Requirements analyst

Ans: e

Reference: The System Analyst

Difficulty: easy

1. Which of the following project roles would serve as a primary point of contact for a project?
   1. Systems analyst
   2. Business analyst
   3. Infrastructure analyst
   4. Change management analyst
   5. Project sponsor

Ans: e

Reference: Project Identification and Initiation

Difficulty: easy

1. Which of the following project roles would analyze the key business aspects of the system?
   1. Systems analyst
   2. Business analyst
   3. Infrastructure analyst
   4. Change management analyst
   5. Project manager

Ans: b

Reference: The System Analyst

Difficulty: easy

1. Michaela is a systems analyst who is determining business requirements. What would most likely be the SDLC phase for her?
   1. Planning
   2. Analysis
   3. Design
   4. Implementation
   5. Business requirements are not developed by systems analysts, but by business analysts

Ans: b

Reference: Figure 1-3: The Systems Development Life Cycle Phases

Difficulty: easy

1. Chang is working on “How will this system work.” What SDLC phase is he in?
   1. Planning
   2. Analysis
   3. Design
   4. Implementation
   5. Transition

Ans: c

Reference: Figure 1-3: The Systems Development Life Cycle Phases

Difficulty: medium

1. Joan’s project is to take a fairly straight-forward manual process and make it an electronic process. This will make the processing more efficient. Which of the following requirements analysis strategies is she using?
   1. Business process automation
   2. Business process improvement
   3. Business process internalization
   4. Business process reengineering
   5. Business process renovation

Ans: a

Reference: Business Process Automation

Difficulty: easy

1. Wayne is a senior director of finance. His company only recently came under Sarbanes-Oxley regulations and is the project sponsor to become compliant. He realizes that examining the as-is system may not be much help as the regulations are so radical that a major analysis and design project must be completed to make the company compliant. He is leaning towards: \_\_\_\_\_\_\_\_\_\_\_\_\_\_
   1. Business process automation
   2. Business process improvement
   3. Business process internalization
   4. Business process reengineering
   5. Business process renovation

Ans: d

Reference: Business Process Reengineering

Difficulty: medium

1. Moderate changes to existing processes falls under the \_\_\_\_\_\_\_\_\_ analysis.
   1. Business process automation (BPA)
   2. Business process improvement (BPI)
   3. Business process reengineering (BPR)
   4. Business process blue-skying (BPB)

Business process efficiency (BPE)

Ans: b

Reference: Business Process Improvement

Difficulty: easy

1. Alice is calculating whether a system will lower costs or increase revenues. What SDLC phase is she in?
   1. Planning
   2. Analysis
   3. Design
   4. Implementation
   5. Evaluation

Ans: a

Reference: The Systems Development Life Cycle

Difficulty: medium

1. Which was NOT given as a method for determining business requirements?
   1. Benchmarking
   2. Interviewing
   3. Observation
   4. Document analysis
   5. Questionnaires and surveys

Ans: a

Reference: The Systems Development Life Cycle

Difficulty: medium

1. Which would normally NOT be a reason for a project?
   1. When a business need has been identified
   2. A consultant has suggested a new customer relationship management system
   3. An open source platform has just come on the market
   4. An existing system just isn’t working properly and the workaround is tedious
   5. To support a new business initiative

Ans: c

Reference: Project Identification and Initiation

Difficulty: medium

1. Which phase is generally the longest and most expensive part of the development process?
   1. Planning
   2. Analysis
   3. Design
   4. Implementation
   5. Feasibility

Ans: d

Reference: Implementation

Difficulty: easy

1. Because the cost can be immense, \_\_\_\_\_\_\_\_\_ is one of the most critical steps in implementation.
   1. Documentation
   2. Coding
   3. Testing
   4. Developing a conversion strategy
   5. Training

Ans: c

Reference: Implementation

Difficulty: medium

1. PCM Incorporated will need to purchase new servers for a system. This would be a:
   1. Development cost
   2. Operating cost
   3. Ongoing cost
   4. Intangible cost
   5. Intangible benefit

Ans: a

Reference: Feasibility Analysis

Difficulty: easy

1. Linda is a clerk in the accounting department. She was interviewed by David and is excited about the proposed system that will utilize electronic funds transfer. This would be an example of \_\_\_\_\_\_.
   1. Tangible benefit
   2. Cash flow
   3. Break-even analysis
   4. Intangible benefit
   5. Return on investment

Ans: d

Reference: Feasibility Analysis

Difficulty: medium

1. Ramya is preparing an economic feasibility study. She has a calculation where she takes total benefits minus total costs and divides that answer by the total costs. She is calculating:
   1. Cash flow
   2. Return on investment
   3. Break-even point
   4. Net present value
   5. Internal rate of return

Ans: b

Reference: Economic Feasibility

Difficulty: medium

1. Ramona is preparing an economic feasibility study. She is calculating the payback period. She is calculating:
   1. Cash flow
   2. Return on investment
   3. Break-even point
   4. Net present value
   5. Internal rate of return

Ans: c

Reference: Economic Feasibility

Difficulty: medium

1. Robert is doing an economic analysis using today’s dollar values. He is doing:
   1. Cash flow analysis
   2. Return on investment analysis
   3. Break-even point analysis
   4. Net present value analysis
   5. Internal rate of return analysis

Ans: d

Reference: Economic Feasibility

Difficulty: medium

1. TJ has prepared a spreadsheet where the total benefits are $182,000; the total cumulative costs are $120,000. The ROI would be:
   1. $62,000
   2. About 34%
   3. About 51.7%
   4. About 65.3%
   5. Less than 20%

Ans: c

Reference: Economic Feasibility

Difficulty: hard

1. Which of the following project roles would probably make a presentation about the objectives of a proposed project and its benefits to executives who will benefit directly from the project?
   1. Requirements analyst
   2. Systems analyst
   3. Project manager
   4. Champion
   5. Chief Information Officer (CIO)

Ans: d

Reference: Organizational Feasibility

Difficulty: medium

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

Ans: b

Reference: Organizational Feasibility

Difficulty: hard

1. The type of skill that is common to systems analysts to deal fairly and honestly with other project team members is:
   1. Technical
   2. Business
   3. Analytical
   4. Interpersonal
   5. Ethical

Ans: e

Reference: The Systems Analyst

Difficulty: easy

1. The type of skill that is common to systems analysts to understand how IT can be applied to business situations and to ensure that the IT delivers real business value is:
   1. Technical
   2. Business
   3. Analytical
   4. Interpersonal
   5. Ethical

Ans: b

Reference: The Systems Analyst

Difficulty: easy

1. Rocky is dealing one-on-one with users and business managers (including some that have little experience with technology). He is demonstrating what system analyst skill?
   1. Technical
   2. Business
   3. Analytical
   4. Interpersonal
   5. Ethical

Ans: d

Reference: The Systems Analyst

Difficulty: easy

1. Becky is a systems analyst for Laswell Consulting. She is attending a three-day intensive workshop on developing applications in php. What systems analyst skill is she working on?
   1. Technical
   2. Business
   3. Analytical
   4. Interpersonal
   5. Ethical

Ans: a

Reference: The Systems Analyst

Difficulty: easy

1. Jack is going over financial numbers for a proposed project. Which of the following system analyst skills is he exhibiting currently?
   1. Technical
   2. Business
   3. Analytical
   4. Interpersonal
   5. Management

Ans: c

Reference: The Systems Analyst

Difficulty: easy

1. Amy is planning on talking with a clerk and a manager in the accounts payable area, a manager in the procurement department, and two vendors. She is probably doing:
   1. Observation
   2. Interviews
   3. JAD
   4. Documentation analysis
   5. Organizational Feasibility

Ans: b

Reference: Analysis

Difficulty: easy

1. Kallie is creating use cases, data flow diagrams, and entity relationship diagrams. In what phase of the SDLC would she do this?
   1. Planning
   2. Analysis
   3. Design
   4. Construction
   5. Implementation

Ans: c

Reference: Figure 1-3: Systems Development Life Cycle Phases

Difficulty: medium

## True / False

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

Ans: True

Reference: Introduction

Difficulty: easy

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

Ans: False

Reference: Introduction

Difficulty: easy

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

Ans: True

Reference: Introduction

Difficulty: easy

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

Ans: True

Reference: Introduction

Difficulty: easy

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

Ans: False

Reference: The Systems Analyst

Difficulty: medium

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

Ans: False

Reference: Project Identification and Initiation

Difficulty: medium

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

Ans: False

Reference: The Systems Analyst

Difficulty: easy

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

Ans: True

Reference: Project Identification and Initiation

Difficulty: easy

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

Ans: False

Reference: The Systems Analyst

Difficulty: easy

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

Ans: True

Reference: The Systems Analyst

Difficulty: easy

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

Ans: True

Reference: The Systems Development Life Cycle

Difficulty: easy

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

Ans: False

Reference: The Systems Development Life Cycle

Difficulty: easy

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

Ans. True

Reference: The Systems Development Life Cycle

Difficulty: easy

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

Ans: False

Reference: Figure 1-3: Systems Development Life Cycle Phases

Difficulty: easy

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

Ans: True

Reference: Figure 1-3: Systems Development Life Cycle Phases

Difficulty: easy

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

Ans: True

Reference: Figure 1-3: Systems Development Life Cycle Phases

Difficulty: easy

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

Ans: True

Reference: Figure 1-3: Systems Development Life Cycle Phases

Difficulty: easy

1. The question ‘Can we build it’ is asked in the design phase.

Ans: False

Reference: The Systems Development Life Cycle

Difficulty: easy

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

Ans: True

Reference: Figure 1-3: Systems Development Life Cycle Phases

Difficulty: easy

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

Ans: False

Reference: Figure 1-3: Systems Development Life Cycle Phases

Difficulty: easy

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

Ans: False

Reference: Planning

Difficulty: easy

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

Ans: True

Reference: Planning

Difficulty: easy

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

Ans: True

Reference: Design

Difficulty: easy

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

Ans: True

Reference: Implementation

Difficulty: easy

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

Ans: True

Reference: Project Identification and Initiation

Difficulty: easy

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

Ans: False

Reference: System Request

Difficulty: easy

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

Ans: True

Reference: System Request

Difficulty: medium

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

Ans: True

Reference: Feasibility Analysis

Difficulty: easy

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

Ans: False

Reference: Technical Feasibility

Difficulty: medium

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

Ans: True

Reference: Economic Feasibility

Difficulty: medium

1. Using ‘net present value’ in calculating economic feasibility will allow for variations in the time value of money.

Ans: True

Reference: Economic Feasibility Difficulty: easy

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

Ans: False

Reference: Economic Feasibility Difficulty: medium

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

Ans: True

Reference: Introduction

Difficulty: medium

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

Ans: True

Reference: Organizational Feasibility

Difficulty: medium

## Essays

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

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

Reference: Organizational Feasibility

Difficulty: medium

1. What calculations are used in economic feasibility?

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

Reference: Feasibility Analysis

Difficulty: medium

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

Ans: A systems analyst interfaces between the business side and the development/technical site; while a business analyst focuses on the business side of a project.

Reference: The Systems Analyst

Difficulty: medium

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

Ans: Analysts must deal fairly, honestly, and ethically with other project team members, managers, and systems users. Analysts frequently have confidential information and must not share that information with others.

Reference: The Systems Analyst

Difficulty: medium

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

Ans:

Planning – deliverable is the system request (also feasibility study and project plan)

Analysis – deliverable is the system proposal

Design – deliverable is the system specification (also alternative matrix)

Implementation – deliverable is the installed system (including documentation, migration plan, and support plan)

Reference: The Systems Development Life Cycle

Difficulty: medium

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

Ans: Interviews; questionnaires; group workshops; observation; JAD sessions, document analysis; more

Reference: Figure 1-3: The Systems Development Life Cycle

Difficulty: medium

1. Which types of people (or specific people) are important in “organizational feasibility” and why?

Ans: Champion (or project sponsor) – initiates the project / promotes it / allocates time to the project; provides resources

Organizational Management – knows about the project / budgets funds; encourages users Systems Users – make decision about the project / does hands on work for the project (testing, giving input through interviews, JAD sessions, etc.) /ultimately determine if the project is successful by using it!!!

Reference: Organizational Feasibility

Difficulty: hard