## Multiple Choice

1. Which of the following will probably NOT be at a system walkthrough?
   1. User representatives
   2. Management representatives
   3. Computer Center director
   4. Key decision makers
   5. Analyst who prepared the system proposal

Ans: c

Reference: The Analysis Phase

Difficulty: medium

1. The line between analysis and design is sometimes very blurry. One reason is that \_\_\_\_\_:
   1. Object-oriented methods are generally fuzzier as compared to waterfall methods
   2. there is inadequate funding for the analysis phase to do a complete analysis
   3. analysts are generally rushed to complete the system proposal
   4. scope creep has occurred
   5. the deliverables are really the first step in the design of the new system

Ans: e

Reference: The Analysis Phase

Difficulty: medium

1. Which is NOT a purpose of the requirements definition?
   1. To give a very high-level explanation of the business requirements
   2. A more precise list of requirements that can be used as inputs to the rest of analysis
   3. Create functional requirements
   4. Create cost/benefit analysis
   5. Create non-functional requirements

Ans: d

Reference: Requirements Determination

Difficulty: medium

1. An example of a functional requirement is \_\_\_\_\_\_\_\_\_
   1. Access to the customer order system
   2. System should be available in English and Spanish
   3. System can be accessed through a Blackberry device
   4. Output can be displayed in Internet Explorer, in Firefox, or in Google Chrome browsers
   5. System is automatically updated every 5 seconds

Ans: a

Reference: Requirements Determination

Difficulty: medium

1. An example of a nonfunctional requirement is \_\_\_\_\_\_\_\_\_\_\_\_
   1. Supplier table is available
   2. The system must contain customer order history for three years
   3. System can be used in any of 100 offices worldwide
   4. SQL queries from customer table and order table are available
   5. Customer zipcode is formatted as character data

Ans: c

Reference: Requirements Determination

Difficulty: medium

1. Which is generally NOT true of non-functional requirements?
   1. Cultural differences can be considered
   2. Color interpretations on screens and forms may be different in different geographical places
   3. Multi-lingual interfaces many be needed
   4. Systems may need to adapt from global solutions to local realities
   5. Systems may need to have actual expenses from global operations

Ans: e

Reference: Requirements Determination

Difficulty: medium

1. Which is NOT a requirements analysis strategy?
   1. Understanding of the as-is system
   2. Identifying improvements
   3. Developing requirements for the to-be system
   4. Root cause analysis
   5. Understanding of screen design, layout and navigation

Ans: e

Reference: Requirements Analysis Strategies

Difficulty: medium

1. According to the authors, in moving “from here to there”, an analyst needs:
   1. An understanding of corporate politics
   2. Knowledge on how to stop scope creep
   3. Joint Application Development facilitating skills
   4. Microsoft Project Management software skills
   5. Strong critical thinking skills

Ans: e

Reference: The Analysis Phase

Difficulty: medium

1. Myles is studying a system to lessen the number of complaints about the Help Desk. He has formally studied the service counter at Wal-Mart, Target and Kohl’s department stores; as well as listened in to complaint phone calls to a hotel booking site. He is trying to see how other organizations work at lessening complaints and also how they handle complaints. This would be what type of analysis?
   1. Complaint processing
   2. Design analysis
   3. Problem analysis
   4. Outcome analysis
   5. Informal benchmarking

Ans: e

Reference: Informal Benchmarking

Difficulty: medium

1. The authors suggest that an analyst is ‘very much like a \_\_\_\_\_\_\_\_\_\_\_\_’ and business users are like elusive suspects.
   1. Police professional
   2. Politician
   3. Forensic scientist
   4. Air traffic controller
   5. Detective

Ans: e

Reference: Requirements Elicitation Techniques

Difficulty: easy

1. When eliciting requirements from processing clerks and lower level managers about ‘how’ a system works, the best approach might be: \_\_\_\_\_.
   1. JAD session
   2. Document analysis
   3. Closed-ended interview questions
   4. Probing interview questions
   5. Root cause analysis

Ans: c

Reference: Interviews

Difficulty: medium

1. When eliciting requirements, the most commonly used technique is: \_\_\_\_\_\_\_\_\_\_
   1. Document Analysis
   2. Interviews
   3. Joint Application Development (JAD) sessions
   4. Questionnaires / surveys
   5. Observation

Ans: b

Reference: Interviews

Difficulty: easy

1. A technique where a set of written questions are distributed to people (frequently to a large number of people) is: \_\_\_\_\_.
   1. Document Analysis
   2. Interviews
   3. Joint Application Development (JAD) sessions
   4. Questionnaires
   5. Observation

Ans: d

Reference: Questionnaires

Difficulty: easy

1. A technique where the analyst watches how people perform their activities is \_\_\_\_\_\_\_
   1. Document Analysis
   2. Interviews
   3. Joint Application Development (JAD) sessions
   4. Questionnaires / surveys
   5. Observation

Ans: e

Reference: Observation

Difficulty: easy

1. Which is NOT a good practice in conducting interviews?
   1. Be happy – happy people radiate confidence
   2. Explain thoroughly – it is estimated that in a strong interview session, the interviewer (you) should talk and explain about 60% of the time; and the interviewee should answer about 40% of the time
   3. Watch interviewees’ facial expressions, how they sit and their body language; do they cross their arms; do they lean forward?
   4. Pay attention to what the interviewee is saying
   5. If the interviewee ask you a question, answer it truthfully – and if you don’t know an answer, say so

Ans: b

Response: See Interviews (Practical Tip 3-1)

Difficulty: Medium

1. In the interview report, what will probably NOT be included?
   1. Summary of what the interviewee said
   2. Interview’s name; interviewee’s name
   3. Details from crucial areas of the interview relating to the project at hand
   4. The actual questions that were asked as a permanent record
   5. Any materials, documents, etc. that the interviewee gave you relevant to the project at hand

Ans: d

Response: See Interviews

Difficulty: Medium

1. After creating the interview report you should:
   1. Send a copy to the interviewee with a request to read it and correct or clarify
   2. Change the document into a unchangeable format (like a pdf file) so that it cannot be changed or edited
   3. Distribute the interview report to all others that are on the interview schedule so they will not have to go over the same materials
   4. Edit the report into a bulleted format for easier analysis
   5. Distribute the interview report to the interviewee’s manager.

Ans: a

Response: See Interviews

Difficulty: medium

1. Probably the first thing to do when conducting an interview is:
   1. Turn on your tape recorder
   2. Get started by asking the first question on your list
   3. Build rapport with the interviewee so he or she trusts you
   4. Ask a close ended question
   5. Ask a probing question

Ans: c

Response: See Interviews

Difficulty: easy

1. The interview process has gone well. There are a few things that need clarification and what really happens when specific financial analysts use the system. Which of the following might be the best way to verify what does happen?
   1. Observation of how the analysts do their work
   2. Document analysis of what the system was to do
   3. A JAD session with end users, financial analysts and top managers
   4. Additional interviews with top level managers in the finance area
   5. Questionnaires / survey of end users of the system

Ans: a

Response: See Observation

Difficulty: medium

1. Danielle has asked some closed-ended questions to start an interview; then some open-ended questions. Now, she wants to really wants to get a greater depth of information about the process. She would probably use \_\_\_\_\_\_\_\_\_ questions.
   1. More closed ended
   2. More open ended
   3. Probing
   4. Structured
   5. Boxing structure

Ans: c

Reference: Interviews

Difficulty: easy

1. Michael, a systems analyst, is preparing a closed wiki site for Northstate Bank. He has written permission from eight other companies to view their internal wiki sites, and also has approval from his manager and the project team to use these other sites for ideas and structure. This would be a form of:
   1. Business Process Automation
   2. Business Process Improvement
   3. Informal Benchmarking
   4. Formal Benchmarking
   5. Technology Analysis

Ans: c

Reference: Informal Benchmarking

Difficulty: medium

1. Paul is interviewing Ming. He first explains why he is there and what he wants to accomplish in the interview. This would be done in which step of the interview process?
   1. Selecting interviewees
   2. Designing interview questions
   3. Preparing for the interview
   4. Conducting the interview
   5. Post-interview follow-up

Ans: d

Response: See Interviews

Difficulty: easy

1. Rafael, Fraud Unit Manager, has just received an interview report from Stefano, a systems analyst. Rafael was interviewed by Stefano, and was asked to make corrections and clarifications to the interview report. In what interview phase would this occur?
   1. Selecting interviewees
   2. Designing interview questions
   3. Preparing for the interview
   4. Conducting the interview
   5. Post-interview follow-up

Ans: e

Response: See Interviews

Difficulty: easy

1. One of the major differences between a JAD session and an interview is what?
   1. Selecting participants
   2. Figuring out what is to be done
   3. Preparing for the session
   4. Writing up results and a report
   5. All JAD sessions are structured and *must* be carefully planned

Ans: e

Response: See Joint Application Development (JAD)

Difficulty: easy

1. One difference between the reports from interviews and from a JAD session is that:
   1. It describes information from the interview or JAD session
   2. The interview report will give a complete project management timeline; while the JAD session report will not
   3. The interview report is generally written within 48 hours of the interview; while the JAD session report may take a week or two after the JAD session.
   4. The JAD report will include results from questionnaires while the interview report will not
   5. JAD reports will include technology analysis while interviews will only include root cause analysis

Ans: c

Response: See Joint Application Development (JAD)

Difficulty: easy

1. An interview report is prepared in which step of the interview process?
   1. Conducting the interview
   2. Designing interview questions
   3. Post interview following-up
   4. Preparing for the interview
   5. Selecting an interviewee

Ans: c

Reference: Interviews

Difficulty: easy

1. Hamid has selected one middle manager from each department that will be affected by the updated system and one lower-level manager from each department, along with a few senior staff as well as the project sponsor for a JAD session. He is trying to do what?
   1. Balance the work load for departments so the regular day-to-day functions can still continue while the JAD team is off-site
   2. Create a new hybrid department that will beta test the final system
   3. Prevent domination by only a few individuals in the JAD session
   4. Have a broad mix of organizational levels in the JAD session
   5. Reduce the time necessary for the length of JAD session meetings

Ans: d

Reference: Joint Application Development (JAD)

Difficulty: medium

1. Marta wants to collect facts and opinions from a wide range of geographically dispersed people quickly and with the least expense. She would probably want to use what?
   1. Document analysis
   2. Interview
   3. JAD session
   4. Observation
   5. Questionnaires

Ans: e

Reference: Questionnaires

Difficulty: easy

1. Blaine is using a requirements eliciting technique that begins with non-threatening questions, avoids abbreviations, groups items into logically coherent sections, and might best be used with outside users. He probably is using what?
   1. Document analysis
   2. Interview
   3. JAD session
   4. Observation
   5. Questionnaires

Ans: e

Reference: Questionnaires

Difficulty: easy

1. What information-eliciting strategy enables the analyst to see the reality of the situation rather than listen to others describe it?
   1. Document analysis
   2. Interviewing
   3. Joint application design (JAD) sessions
   4. Observation
   5. Questionnaires

Ans: d

Reference: Observation

Difficulty: easy

1. Typically, interviews include the following type questions:
   1. Probing
   2. Open Ended
   3. Close ended
   4. Observation

Ans: d

Reference: Interviews

Difficulty: easy

1. When an analyst is looking for specific, precise information they would probably choose this type of question:
   1. Probing
   2. Open Ended
   3. Close ended
   4. Observation
   5. Questionnaires

Ans: c

Reference: Interview

Difficulty: easy

1. When an analyst is seeking a more wide ranging response to questions they would probably use which type of question?
   1. Open Ended
   2. Close ended
   3. Observation
   4. Probing

Ans: a

Reference: Interview Difficulty: easy

1. When an analyst is seeking more information from a response to questions they would probably use which type of question?
   1. Open Ended questions
   2. Close ended questions
   3. Probing questions
   4. All of these

Ans: c

Reference: Interviews

Difficulty: easy

1. Practical tips states that interpersonal skills are important, they include which of the following?
   1. Paying attention
   2. Being honest
   3. Ability to summarize key points
   4. Be happy
   5. All of these

Ans: e

Reference: Interviews (Practical Tip 3-1)

Difficulty: easy

## True/False

1. One of the first activities of an analyst is to determine the business requirements for the new system.

Ans: True

Reference: Introduction

Difficulty: easy

1. The SDLC moves from the current system (often called the “past system”) to the new system (often called the “future system”).

Ans: False

Reference: The Analysis Phase

Difficulty: medium

1. Some people have suggested that the ‘analysis’ phase could be clearer if it was called the ‘analysis and initial design’ phase.

Ans: True

Reference: The Analysis Phase

Difficulty: easy

1. Jorge, Vice President of Operations, has requested that the updated supply chain system keep a record of all ‘stock-outs’ for six years. This is an example of a functional requirement.

Ans. True

Reference: Requirements Determination

Difficulty: medium

1. Maria, a systems analyst, is tweaking the high-level explanation of the business requirements into a more precise list of requirements. This is called ‘requirements determination’.

Ans: True

Reference: Requirements Determination

Difficulty: medium

1. Generally ‘system requirements’ are developed in the analysis phase and evolve to more technical ‘business requirements’ in the design phase.

Ans: False

Reference: Requirements Determination

Difficulty: easy

1. In interviews, Ross has learned that the new order entry system must be available in at least three formats (mobile, web browser, and local area network based); that it must function in either English or Spanish; and that the system must return order forms and data in less than 2 seconds. He recognizes these as nonfunctional requirements.

Ans: True

Reference: Requirements Determination

Difficulty: easy

1. The most important purpose of the requirements definition is to define the scope of the system.

Ans: True

Reference: The Requirements Definition Statement

Difficulty: easy

1. To create the requirements definition, the project team first should consider the kinds of functional and non-functional requirements that they will collect about the system.

Ans: True

Reference: The Requirements Definition Statement

Difficulty: easy

1. Miski has modified an existing time reporting system for hourly employees to be more efficient as they can text message when they are leaving a job site. This would be an example of Business Process Automation.

Ans: True

Reference: The Process of Determining Requirements

Difficulty: easy

1. Management of requirements and system scope is one of the hardest parts of managing a project.

Ans: True

Reference: The Process of Determining Requirements

Difficulty: easy

1. In RAD or agile development methodology (especially with BPR), a significant amount of time and effort is spent in understanding the as-is system.

Ans: False

Reference: The Analysis Phase

Difficulty: easy

1. Marta wants to focus on ‘why’ a particular lockout situation occurs on a customer relationship management system, rather than just developing a work-around fix. She is doing activity elimination.

Ans: False

Reference: Root Cause Analysis

Difficulty: medium

1. Cindi Flores distributed ‘white-papers’ on RFID, ERP, GPS and SOA to a user-management group. She then asked them to ‘think outside the box’ on where these technologies could be used in the company. This would be an example of “technology analysis.”

Ans: True

Reference: Technology Analysis

Difficulty: medium

1. The requirements-elicitation process is used for building financial support for the project and establishing common understanding of technologies and rapport between the project team building the system and the users of the system.

Ans: False

Response: See Requirements Elicitation Techniques

Difficulty: hard

1. The most commonly used requirements elicitation technique is the interview.

Ans. True

Response: See Requirement Elicitation Techniques

Difficulty: easy

1. In terms of reaching the most number of people in requirements elicitation, interviews are considered better than questionnaires.

Ans: False

Reference: Questionnaires

Difficulty: easy

1. Yuri wants to interview both managers and staff in the accounting department for the updated credit analysis project. This is an appropriate group for first round interviews.

Ans. True

Response: See Interviews

Difficulty: medium

1. The three types of interview questions are: multiple choice, fill in the blank and short answer.

Ans: False

Reference: Interviews

Difficulty: easy

1. In preparing for an interview, TJ does research as to areas in which the interviewee has knowledge so that he does not ask questions that an interviewee cannot answer.

Ans. True

Response: See Interviews

Difficulty: easy

1. Generally beginning analysts should avoid unstructured interviews and likewise should avoid “winging it”.

Ans: True

Reference: Interviews

Difficulty: easy

1. Gary has eight interviews to conduct over the next week. Once he has completed all interviews, he should then write up a summary report. Preparing interview reports prior to completing all interviews will generally be premature until Gary has talked to all interviewees.

Ans: False

Reference: Interviews

Difficulty: easy

1. Unless ordered by the lead analyst for a project, you should not share your interview report with those that you interviewed. Doing so will almost always result in scope creep and changes in the requirements.

Ans: False

Response: See Interviews

Difficulty: medium

1. Rebecca, a fairly new employee in the company and Matt, her boss (who has been with the company for 22 years) are in your JAD session. It would probably be expected that Rebecca would not share much in the session.

Ans: True

Reference: Joint Application Development (JAD)

Difficulty: medium

1. Online questionnaires are growing in use, but generally online questionnaires have a lower completion rate.

Ans: True

Reference: Questionnaires

Difficulty: medium

1. Your company updated its processes for financial reporting when Sarbanes-Oxley became law. Additional changes in Sarbanes-Oxley reporting have been mandated to start in one year. To help you understand the as-is system, you should review the documentation, processes and procedures that were developed with the initial Sarbanes-Oxley project.

Ans: True

Reference: Document Analysis

Difficulty: medium

1. To get to more depth in understanding the as-is system, document analysis and observation generally are more beneficial as compared to interviews and JAD sessions.

Ans. False

Reference: Selecting the Appropriate Techniques

Difficulty: medium

1. Interpersonal skills are those that enable a person to develop a rapport and are important for interviewing.

Ans. True

Response: See Interviews (Practical Tip 3-1)

Difficulty: medium

1. One person dominating the group discussion of a JAD session will normally lead to a positive outcome.

Ans. False

Response: See Joint Application Development (JAD) (Practical Tip 3-2)

Difficulty: easy

1. Most existing systems are well documented which leads to document analysis being very valuable.

Ans. False

Reference: Document Analysis

Difficulty: medium

1. A JAD facilitator recognizes that some people know more about the system and proposed system and will dominate the discussion and know that is a positive thing.

Ans: false

Reference: Joint Application Development (JAD)

Difficulty: easy

1. A JAD facilitator allows sidebar discussions and unstructured activities.

Ans: false

Reference: Joint Application Development (JAD)

Difficulty: easy

1. A JAD facilitator keeps track of all discussions by entering information into the computer.

Ans: false

Reference: Joint Application Development (JAD)

Difficulty: easy

1. A JAD facilitator can participate in the discussion to settle a disagreement.

Ans: false

Reference: Joint Application Development (JAD)

Difficulty: easy

1. A JAD facilitator sets the meeting agenda.

Ans: true

Reference: Joint Application Development (JAD)

Difficulty: easy

## Essays

1. Ralph is known throughout the company as being an old curmudgeon. But, he is without a doubt the most knowledgeable person in the fraud analysis department. The system project you are working on has to have an interface to various fraud applications. How should you prepare for an interview with Ralph?

Answer

Make Ralph understand WHY he needs to be interviewed. Make sure he understands the business value of the proposed system and why his input is vital. Send him questions in advance; talk to somebody who knows him so you can understand him more.

Response: Interviews

Difficulty: medium

1. You have interviewed Chang and Bridget about some radical changes to the CRM system. They both have been with the company for over 10 years. Yet, in their interview, there were discrepancies in what they told you. You also sensed from the interview with Bridget that her body language was ‘tight’. How should you try to reconcile this?

Answer

You can do another interview with somebody other than Bridget to see if you get the same results; you can do observation to see what seems to be the process; you can go back to Chang and Bridget and ask for clarification (in a friendly way of course). Comment: There may be other issues – maybe just before you got there, Bridget got a serious phone call about the health of her mother or some other issue that made her distracted and not pay attention to you.

Response: Interviews

Difficulty: hard

1. The proposed TTR system makes some sweeping changes to how business is done. Upper management from the CEO / CIO down have encouraged this project. There is a team of 12 people working on various aspects of the project. You think the best solution is to have a JAD session of significant players on the project, but it is not going well. Several just cannot get away from other projects and responsibilities. How should you approach this?

Answer

Get top management, project sponsor and project champion involved. See what the particular issues are – maybe there IS a real problem that certain people just cannot leave behind to be involved (people do have real job functions at the company). See what can be done to reschedule this at a time when you can get the significant players involved. See if there are other underlying issues – such as political issues.

Response: The Process of Determining Requirements

Difficulty: medium

1. The JAD session you have been facilitating has generally gone well. But you are noticing (on this the sixth day) that people are getting a bit irritated with each other; there are too many sidebar conversations; people are calling into their office on the breaks; and in general, the ‘can-do’ attitude that was present in the first few days seems to be deteriorating. How might you get the group back to focusing on the topics and work at hand?

Answer

Take a break, use some humor, help them understand what is left to accomplish and how valuable this is to the company. Get their ‘buy-in’ back.

Response: Conducting the JAD Session

Difficulty: hard

1. You are on an analysis team for a SOA (service oriented architecture) project that may impact how the systems development group develops systems. This is a challenge for some of the development team who are used to more traditional approaches. You are focusing less on the as-is system and more on the to-be system. You really want to understand the fears and reluctance within the development team. Develop an interview plan: who would you interview? Why? What kinds of questions would you use? How might you get to the real depths of concerns?

Answer

You would want to understand what the reluctance is – and try to overcome it. Reassure them that their jobs are not in jeopardy (if that is true); make sure that they know that you are not a spy trying to get them fired. Make sure they know the business value of the system and why you are doing this analysis.

Response: Requirements Elicitation Techniques

Difficulty: hard

1. Juan has tried observing how clients in the claims department handle requests. He has a chair near the counter and has his laptop open taking notes. He senses that his presence is really a giant interruption to the claims processors. They seem to be taking glances at him to see if he is writing down comments about their processes. He has insisted he just wants to know how their work is accomplished and ultimately the project team will deliver a system that is better and easier to use for them. He has heard from a ‘friend-of-a-friend-of-a-friend’ of one of the claim workers that they suspect that he is also connected to the HR department and that their jobs are on the line. How might he accomplish his observation activity?

Answer

Reassure them that he is NOT connected to HR; reassure them about the value of the system; and he also needs to be a little less obtrusive. It might be possible to have a webcam installed to do the observation remotely.

Response: Requirements Elicitation Techniques

Difficulty: hard

1. During an interview, the interviewee expresses a strong opinion on a topic, like “SOA will not work here”. What should you do? How would you approach this?

Answer

This is an opinion – ask probing questions like “why not”? Find out his understand of SOA (he may not fully understand its benefits); Keep the discussion open and non-threatening.

Response: Conducting the Interview

Difficulty: medium

1. Your project sponsor has suggested several key people to get involved in a JAD session. You cannot include all of the people, so you pick and choose those to invite to the session. You hear from the informal grapevine that one person that was not invited is upset and feels left out. This person has been with the company for 12 years and had a lot of expertise. What should you do? Why?

Answer

Try going to the person and defusing the situation. If need be, add him/her to the JAD session. Do an interview with him. Also check with his/her manager to see if this is a normal behavior (for example, he/she tends to be a ‘hot-head’).

Response: Joint Application Development (JAD)

Difficulty: hard

1. MetaContinental has been mandated to comply with Sarbanes-Oxley criteria. The reporting system will need to be almost completely overhauled to comply. The project team realizes that this will be a business process reengineering project. How should they go about gathering business requirements for the new system? Should they have interviews? Who? Why? How many? Should they have a JAD session? What other techniques should they use for gathering requirements?

Answer

This will focus more on BPR – so less looking at the as-is system. The requirements might be significantly from outside – such as attending training sessions on SOX, gathering information, hiring a consultant, etc. The staff will need to be involved as well – such as the accounting manager, CFO, others to understand what they know about SOX and how to gear up for this.

Response: Requirements Analysis Strategies

Difficulty: hard