

Question 1: The authors suggest that an analyst is 'very much like a _____' and business users are like elusive suspects.

1. Politician
2. Forensic scientist
3. Police professional
4. Detective
5. Air traffic controller

Question 2: Probably the first thing to do when conducting an interview is:

1. Turn on your tape recorder
2. Ask a close ended question
3. Get started by asking the first question on your list
4. Ask a probing question
5. Build rapport with the interviewee so he or she trusts you

Question 3: 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.

1. True
2. False

Question 4: An example of a nonfunctional requirement is _____

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

Question 5: In terms of reaching the most number of people in requirements elicitation, interviews are considered better than questionnaires.

1. True
2. False

Question 6: In RAD or agile development methodology (especially with BPR), a significant amount of time and effort is spent in understanding the as-is system.

1. True
2. False

Question 7: 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 open ended
2. Boxing structure
3. More closed ended
4. Structured

5. **Probing**

Question 8: An interview report is prepared in which step of the interview process?

1. Designing interview questions
2. Conducting the interview
3. Preparing for the interview
4. **Post interview following-up**
5. Selecting an interviewee

Question 9: 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. **Questionnaires**
2. Observation
3. Interview
4. JAD session
5. Document analysis

Question 10: The three types of interview questions are: multiple choice, fill in the blank and short answer.

1. True
2. **False**

Question 11: When eliciting requirements, the most commonly used technique is: _____

1. Observation
2. **Interviews**
3. Document Analysis
4. Joint Application Development (JAD) sessions
5. Questionnaires / surveys

Question 12: A technique where a set of written questions are distributed to people (frequently to a large number of people) is: _____.

1. Observation
2. Joint Application Development (JAD) sessions
3. Document Analysis
4. **Questionnaires**
5. Interviews

Question 13: A JAD facilitator can participate in the discussion to settle a disagreement.

1. True
2. **False**

Question 14: A JAD facilitator keeps track of all discussions by entering information into the computer.

1. True
2. **False**

Question 15: In the interview report, what will probably NOT be included?

1. Summary of what the interviewee said
2. The actual questions that were asked as a permanent record
3. Details from crucial areas of the interview relating to the project at hand
4. Any materials, documents, etc. that the interviewee gave you relevant to the project at hand
5. Interview's name; interviewee's name

Question 16: 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. JAD reports will include technology analysis while interviews will only include root cause analysis
3. The JAD report will include results from questionnaires while the interview report will not
4. 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.
5. The interview report will give a complete project management timeline; while the JAD session report will not

Question 17: According to the authors, in moving "from here to there", an analyst needs:

1. Microsoft Project Management software skills
2. Strong critical thinking skills
3. Knowledge on how to stop scope creep
4. An understanding of corporate politics
5. Joint Application Development facilitating skills

Question 18: 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 Improvement
2. Business Process Automation
3. Technology Analysis
4. Informal Benchmarking
5. Formal Benchmarking

Question 19: The most commonly used requirements elicitation technique is the interview.

1. True
2. False

Question 20: Which is generally NOT true of non-functional requirements?

1. Cultural differences can be considered
2. Multi-lingual interfaces may be needed
3. Color interpretations on screens and forms may be different in different geographical places
4. Systems may need to adapt from global solutions to local realities
5. Systems may need to have actual expenses from global operations

Question 21: 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. Conducting the interview
2. Designing interview questions
3. **Post-interview follow-up**
4. Selecting interviewees
5. Preparing for the interview

Question 22: 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. Document analysis of what the system was to do
2. Additional interviews with top level managers in the finance area
3. **Observation of how the analysts do their work**
4. A JAD session with end users, financial analysts and top managers
5. Questionnaires / survey of end users of the system

Question 23: 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.

1. **True**
2. False

Question 24: 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.

1. **True**
2. False

Question 25: When an analyst is looking for specific, precise information they would probably choose this type of question:

1. Probing
2. Open Ended
3. Observation
4. Questionnaires
5. **Close ended**

Question 26: 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.

1. **True**
2. False

Question 27: When an analyst is seeking more information from a response to questions they would probably use which type of question?

1. Probing questions
2. Open Ended questions
3. Close ended questions
4. All of these

Question 28: 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. Questionnaires
3. Observation
4. Interviewing
5. Joint application design (JAD) sessions

Question 29: 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.

1. True
2. False

Question 30: When an analyst is seeking a more wide ranging response to questions they would probably use which type of question?

1. Close ended
2. Probing
3. Observation
4. Open Ended

Question 31: The most important purpose of the requirements definition is to define the scope of the system.

1. True
2. False

Question 32: 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. Designing interview questions
2. Post-interview follow-up
3. Conducting the interview
4. Preparing for the interview
5. Selecting interviewees

Question 33: The SDLC moves from the current system (often called the "past system") to the new system (often called the "future system").

1. True
2. False

Question 34: Management of requirements and system scope is one of the hardest parts of managing a project.

1. True

2. 2) False

Question 35: 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. Questionnaires
4. JAD session
5. Observation

Question 36: After creating the interview report you should:

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

Question 37: A JAD facilitator sets the meeting agenda.

1. True
2. False

Question 38: Online questionnaires are growing in use, but generally online questionnaires have a lower completion rate.

1. True
2. False

Question 39: An example of a functional requirement is _____

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

Question 40: 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.

1. True
2. False

Question 41: Which is NOT a good practice in conducting interviews?

1. 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
2. If the interviewee ask you a question, answer it truthfully – and if you don't know an answer, say so
3. Watch interviewees' facial expressions, how they sit and their body language; do they cross their arms;

do they lean forward?

4. Be happy – happy people radiate confidence
5. Pay attention to what the interviewee is saying

Question 42: 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.

1. True
2. False

Question 43: 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."

1. True
2. False

Question 44: 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'.

1. True
2. False

Question 45: Which of the following will probably NOT be at a system walkthrough?

1. Key decision makers
2. User representatives
3. Computer Center director
4. Analyst who prepared the system proposal
5. Management representatives

Question 46: Most existing systems are well documented which leads to document analysis being very valuable.

1. True
2. False

Question 47: Interpersonal skills are those that enable a person to develop a rapport and are important for interviewing.

1. True
2. False

Question 48: 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.

1. True
2. False

Question 49: One person dominating the group discussion of a JAD session will normally lead to a positive outcome.

1. True
2. False

Question 50: 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.

1. True
2. False

Question 51: When eliciting requirements from processing clerks and lower level managers about 'how' a system works, the best approach might be: _____.

1. Probing interview questions
2. Document analysis
3. Root cause analysis
4. JAD session
5. Closed-ended interview questions

Question 52: Generally 'system requirements' are developed in the analysis phase and evolve to more technical 'business requirements' in the design phase.

1. True
2. False

Question 53: Practical tips states that interpersonal skills are important, they include which of the following?

1. Be happy
2. Paying attention
3. Being honest
4. Ability to summarize key points
5. All of these

Question 54: 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.

1. True
2. False

Question 55: A JAD facilitator allows sidebar discussions and unstructured activities.

1. True
2. False

Question 56: A technique where the analyst watches how people perform their activities is _____

1. Document Analysis
2. Interviews
3. Observation
4. Joint Application Development (JAD) sessions
5. Questionnaires / surveys

Question 57: Typically, interviews do not include the following type questions:

1. Close ended
2. Open Ended
3. **Observation**
4. Probing

Question 58: 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. Prevent domination by only a few individuals in the JAD session
2. Create a new hybrid department that will beta test the final system
3. Balance the work load for departments so the regular day-to-day functions can still continue while the JAD team is off-site
4. **Have a broad mix of organizational levels in the JAD session**
5. Reduce the time necessary for the length of JAD session meetings

Question 59: 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.

1. **True**
2. False

Question 60: One of the major differences between a JAD session and an interview is what?

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

Question 61: Some people have suggested that the 'analysis' phase could be clearer if it was called the 'analysis and initial design' phase.

1. **True**
2. False

Question 62: Generally beginning analysts should avoid unstructured interviews and likewise should avoid "winging it".

1. **True**
2. False

Question 63: Which is NOT a requirements analysis strategy?

1. Understanding of the as-is system
2. **Understanding of screen design, layout and navigation**
3. Identifying improvements
4. Developing requirements for the to-be system
5. Root cause analysis

Question 64: 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.

1. True
2. False

Question 65: Which is NOT a purpose of the requirements definition?

1. Create non-functional requirements
2. A more precise list of requirements that can be used as inputs to the rest of analysis
3. To give a very high-level explanation of the business requirements
4. Create functional requirements
5. Create cost/benefit analysis

Question 66: 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

Question 67: 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.

1. True
2. False

Question 68: 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.

1. True
2. False

Question 69: One of the first activities of an analyst is to determine the business requirements for the new system.

1. True
2. False

Question 70: The line between analysis and design is sometimes very blurry. One reason is that _____:

1. the deliverables are really the first step in the design of the new system
2. analysts are generally rushed to complete the system proposal
3. there is inadequate funding for the analysis phase to do a complete analysis
4. object-oriented methods are generally fuzzier as compared to waterfall methods
5. scope creep has occurred