

Question 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. Problem analysis
2. Design analysis
3. Informal benchmarking
4. Complaint processing
5. Outcome analysis

Question 2: When an analyst is seeking a more wide ranging response to questions they would probably use which type of question?

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

Question 3: 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 4: One person dominating the group discussion of a JAD session will normally lead to a positive outcome.

1. True
2. False

Question 5: 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 6: A technique where the analyst watches how people perform their activities is _____

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

Question 7: 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 8: 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

Question 9: 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. Probing
2. Structured
3. More open ended
4. More closed ended
5. Boxing structure

Question 10: 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. scope creep has occurred
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. analysts are generally rushed to complete the system proposal

Question 11: 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 12: 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 13: One of the first activities of an analyst is to determine the business requirements for the new system.

1. True
2. False

Question 14: The most important purpose of the requirements definition is to define the scope of the system.

1. True
2. False

Question 15: One of the major differences between a JAD session and an interview is what?

1. Selecting participants

2. Preparing for the session
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 16: Which of the following will probably NOT be at a system walkthrough?

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

Question 17: 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. Questionnaires
3. Observation
4. Interview
5. JAD session

Question 18: A JAD facilitator can participate in the discussion to settle a disagreement.

1. True
2. False

Question 19: 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

Question 20: Which is NOT a requirements analysis strategy?

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

Question 21: 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. Be happy – happy people radiate confidence
3. Watch interviewees' facial expressions, how they sit and their body language; do they cross their arms; do they lean forward?

4. If the interviewee ask you a question, answer it truthfully – and if you don't know an answer, say so
5. Pay attention to what the interviewee is saying

Question 22: The most commonly used requirements elicitation technique is the interview.

1. True
2. False

Question 23: 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 24: An example of a nonfunctional requirement is _____

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

Question 25: Probably the first thing to do when conducting an interview is:

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

Question 26: 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. Prevent domination by only a few individuals in the JAD session
3. Create a new hybrid department that will beta test the final system
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 27: A JAD facilitator sets the meeting agenda.

1. True
2. False

Question 28: Management of requirements and system scope is one of the hardest parts of managing a project.

1. True
2. False

Question 29: Most existing systems are well documented which leads to document analysis being very valuable.

1. True
2. False

Question 30: 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 31: 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 32: 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

Question 33: Which is generally NOT true of non-functional requirements?

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

Question 34: The authors suggest that an analyst is 'very much like a _____' and business users are like elusive suspects.

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

Question 35: 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. A JAD session with end users, financial analysts and top managers
3. Additional interviews with top level managers in the finance area

4. Observation of how the analysts do their work
5. Questionnaires / survey of end users of the system

Question 36: The three types of interview questions are: multiple choice, fill in the blank and short answer.

1. True
2. False

Question 37: After creating the interview report you should:

1. Distribute the interview report to the interviewee's manager.
2. Edit the report into a bulleted format for easier analysis
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. Change the document into a unchangeable format (like a pdf file) so that it cannot be changed or edited
5. Send a copy to the interviewee with a request to read it and correct or clarify

Question 38: 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 39: 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. Observation
3. JAD session
4. Interview
5. Questionnaires

Question 40: Interpersonal skills are those that enable a person to develop a rapport and are important for interviewing.

1. True
2. False

Question 41: Typically, interviews do not include the following type questions:

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

Question 42: 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 43: Generally beginning analysts should avoid unstructured interviews and likewise should avoid "winging it".

1. True
2. False

Question 44: When an analyst is looking for specific, precise information they would probably choose this type of question:

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

Question 45: 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 46: 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. Technology Analysis
2. Formal Benchmarking
3. Informal Benchmarking
4. Business Process Automation
5. Business Process Improvement

Question 47: Online questionnaires are growing in use, but generally online questionnaires have a lower completion rate.

1. True
2. False

Question 48: 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. Preparing for the interview
3. Selecting interviewees
4. Post-interview follow-up
5. Designing interview questions

Question 49: 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 50: When eliciting requirements, the most commonly used technique is: _____

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

Question 51: 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 52: 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 53: 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 54: When eliciting requirements from processing clerks and lower level managers about 'how' a system works, the best approach might be: _____.

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

Question 55: 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 56: What information-eliciting strategy enables the analyst to see the reality of the situation rather than listen to others describe it?

1. Questionnaires

2. Joint application design (JAD) sessions
3. Interviewing
4. Document analysis
5. **Observation**

Question 57: An example of a functional requirement is _____

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

Question 58: 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 59: 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 60: Which is NOT a purpose of the requirements definition?

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

Question 61: 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. **Conducting the interview**
2. Preparing for the interview
3. Selecting interviewees
4. Post-interview follow-up
5. Designing interview questions

Question 62: In terms of reaching the most number of people in requirements elicitation, interviews are considered better than questionnaires.

1. True
2. **False**

Question 63: 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 64: 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 65: An interview report is prepared in which step of the interview process?

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

Question 66: A JAD facilitator allows sidebar discussions and unstructured activities.

1. True
2. False

Question 67: One difference between the reports from interviews and from a JAD session is that:

1. The JAD report will include results from questionnaires while the interview report will not
2. JAD reports will include technology analysis while interviews will only include root cause analysis
3. It describes information from the interview or JAD session
4. The interview report will give a complete project management timeline; while the JAD session report will not
5. 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.

Question 68: 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 69: According to the authors, in moving "from here to there", an analyst needs:

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

Question 70: A JAD facilitator keeps track of all discussions by entering information into the computer.

1. True

2. False