SAD Chapter 3

Multiple Choice
Identify the choice that best completes the statement or answers the question.

____ 1. Which of the following will probably NOT be at a system walkthrough?
   a. User representatives
   b. Management representatives
   c. Computer Center director
   d. Key decision makers
   e. Analyst who prepared the system proposal

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

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

____ 4. An example of a functional requirement is _________
   a. Access to the customer order system
   b. System should be available in English and Spanish
   c. System can be accessed through a Blackberry device
   d. Output can be displayed in Internet Explorer, in Firefox, or in Google Chrome browsers
   e. System is automatically updated every 5 seconds

____ 5. An example of a nonfunctional requirement is ____________
   a. Supplier table is available
   b. The system must contain customer order history for three years
   c. System can be used in any of 100 offices worldwide
   d. SQL queries from customer table and order table are available
   e. Customer zipcode is formatted as character data

____ 6. Which is generally NOT true of non-functional requirements?
   a. Cultural differences can be considered
   b. Color interpretations on screens and forms may be different in different geographical places
   c. Multi-lingual interfaces many be needed
   d. Systems may need to adapt from global solutions to local realities
   e. Systems may need to have actual expenses from global operations

____ 7. Which is NOT a requirements analysis strategy?
   a. Understanding of the as-is system
   b. Identifying improvements
   c. Developing requirements for the to-be system
   d. Root cause analysis
   e. Understanding of screen design, layout and navigation

____ 8. According to the authors, in moving "from here to there", an analyst needs:
   a. An understanding of corporate politics
   b. Knowledge on how to stop scope creep
   c. Joint Application Development facilitating skills
   d. Microsoft Project Management software skills
   e. Strong critical thinking skills

____ 9. 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?
   a. Complaint processing
   b. Design analysis
   c. Problem analysis
   d. Outcome analysis
   e. Informal benchmarking

____ 10. The authors suggest that an analyst is 'very much like a ____________' and business users are like elusive suspects.
   a. Police professional
   b. Politician
   c. Forensic scientist
   d. Air traffic controller
   e. Detective

____ 11. When gathering requirements from processing clerks and lower level managers about ‘how’ a system works, the best approach might be: _____.
a. JAD session
b. Document analysis
c. Closed ended interview questions
d. Probing interview questions
e. Root cause analysis

____ 12. When gathering requirements, the most commonly used technique is: __________
a. Document Analysis
b. Interviews
c. Joint Application Development (JAD) sessions
d. Questionnaires / surveys
e. Observation

____ 13. A technique where a set of written (or online) questions are distributed to people (frequently to a large number of people) is: _____.
a. Document Analysis
b. Interviews
c. Joint Application Development (JAD) sessions
d. Questionnaires / surveys
e. Observation

____ 14. A technique where the analyst watches how people perform their activities is _______
a. Document Analysis
b. Interviews
c. Joint Application Development (JAD) sessions
d. Questionnaires / surveys
e. Observation

____ 15. Which is NOT a good practice in conducting interviews?
a. Be happy – happy people radiate confidence
b. 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
c. Watch interviewees’ facial expressions, how they sit and their body language; do they cross their arms; do they lean forward?
d. Pay attention to what the interviewee is saying
e. If the interviewee ask you a question, answer it truthfully – and if you don’t know an answer, say so

____ 16. In the interview report, what will probably NOT be included?
a. Summary of what the interviewee said
b. Interview's name; interviewee's name
c. Details from crucial areas of the interview relating to the project at hand
d. The actual questions that were asked as a permanent record
e. Any materials, documents, etc. that the interviewee gave you relevant to the project at hand

____ 17. After creating the interview report you should:
a. Send a copy to the interviewee with a request to read it and correct or clarify
b. Change the document into a unchangeable format (like a pdf file) so that it cannot be changed or edited
c. Distribute the interview report to all others that are on the interview schedule so they will not have to go over the same materials
d. Edit the report into a bulleted format for easier analysis
e. Distribute the interview report to the interviewee's manager.

____ 18. Probably the first thing to do when conducting an interview is:
a. Turn on your tape recorder
b. Get started by asking the first question on your list
c. Build rapport with the interviewee so he or she trusts you
d. Ask a close ended question
e. Ask a probing question

____ 19. 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?
a. Observation of how the analysts do their work
b. Document analysis of what the system was to do
c. A JAD session with end users, financial analysts and top managers
d. Additional interviews with top level managers in the finance area
e. Questionnaires / survey of end users of the system

____ 20. 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.
a. More closed ended
b. More open ended
c. Probing
d. Structured
e. Boxing structure

____ 21. 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:
a. Business Process Automation
b. Business Process Improvement
c. Informal Benchmarking
d. Formal Benchmarking
e. Technology Analysis

____ 22. 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?
a. Selecting interviewees
b. Designing interview questions
c. Preparing for the interview
d. Conducting the interview
e. Post-interview follow-up

____ 23. 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?
a. Selecting interviewees
b. Designing interview questions
c. Preparing for the interview
d. Conducting the interview
e. Post-interview follow-up

____ 24. One of the major differences between a JAD session and an interview is:
a. Selecting participants
b. Figuring out what is to be done
c. Preparing for the session
d. Writing up results and a report
e. All JAD sessions are structured and *must* be carefully planned

____ 25. One difference between the reports from interviews and from a JAD session is that:
a. It describes information from the interview or JAD session
b. The interview report will give a complete project management timeline; while the JAD session report will not
c. 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.
d. The JAD report will include results from questionnaires while the interview report will not
e. JAD reports will include technology analysis while interviews will only include root cause analysis

____ 26. An interview report is prepared in which step of the interview process?
- a. Conducting the interview
- b. Designing interview questions
- c. Post interview following-up
- d. Preparing for the interview
- e. Selecting an interviewee

____ 27. Which of the following is true about a JAD facilitator?
- a. They can participate in the discussion to settle a disagreement
- b. They keep track of all discussions by entering information into the computer
- c. They allow sidebar discussions and unstructured activities
- d. They recognize that some people know more about the system and proposed system and will dominate the discussion and know that is a positive thing
- e. They set the meeting agenda

____ 28. 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: _________
- a. Balance the work load for departments so the regular day-to-day functions can still continue while the JAD team is off-site
- b. Create a new hybrid department that will beta test the final system
- c. Prevent domination by only a few individuals in the JAD session
- d. Have a broad mix of organizational levels in the JAD session
- e. Reduce the time necessary for the length of JAD session meetings

____ 29. 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:
- a. Document analysis
- b. Interview
- c. JAD session
- d. Observation
- e. Questionnaires

____ 30. Blaine is using a requirements gathering 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:
- a. Document analysis
- b. Interview
- c. JAD session
- d. Observation
- e. Questionnaires

____ 31. What information-gathering strategy enables the analyst to see the reality of the situation rather than listen to others describe it?
a. Document analysis
b. Interviewing
c. Joint application design (JAD) sessions
d. Observation
e. Questionnaires

True/False
Indicate whether the statement is true or false.

____ 32. One of the first activities of an analyst is to determine the business requirements for the new system

____ 33. The SDLC moves from the current system (often called the “past system”) to the new system (often called the “future system”).

____ 34. Some people have suggested that the ‘analysis’ phase could be clearer if it was called the ‘analysis and initial design’ phase.

____ 35. When dealing with a global information supply chain, functional requirements generally increase exponentially, while nonfunctional requirements tend to stay about the same.

____ 36. 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.

____ 37. 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 detemination’.

____ 38. Generally ‘system requirements’ are developed in the analysis phase and evolve to more technical ‘business requirements’ in the design phase.

____ 39. 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.

____ 40. The most important purpose of the requirements definition is to define the scope of the system.

____ 41. 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.

____ 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.

____ 43. Management of requirements and system scope is one of the hardest parts of managing a project.

____ 44. In RAD or agile development methodology (especially with BPR), a significant amount of time and effort is spent in understanding the as-is system.

____ 45. 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.

____ 46. 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’.

____ 47. The requirements-gathering 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.

____ 48. The most commonly used requirements gathering technique is the interview..

____ 49. In terms of reaching the most number of people in requirements gathering, interviews are considered better than questionnaires.

____ 50. 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.

____ 51. The three types of interview questions are: multiple choice, fill in the blank and short answer.

____ 52. 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.

____ 53. Generally beginning analysts should avoid unstructured interviews and likewise should avoid “winging it”.

____ 54. 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.

____ 55. 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.

____ 56. 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.

____ 57. Online questionnaires (using tools like SurveyMonkey and similar sites) are growing in use, but generally online questionnaires have a lower completion rate.

____ 58. 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.

____ 59. 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.