**Chapter 12 :** Implementing Business/IT Solutions

**True / False Questions**

1. Systems analysts may recycle back at any time during the systems development cycle in order to modify and improve a system under development, but users do not.

True False

2. Analyzing the information needs of employees, customers, and other business stakeholders is done during the systems investigation stage of the application development life cycle.

True False

3. In all cases, a preliminary feasibility assessment is a necessary step.

True False

4. The danger of a technical feasibility study is finding technology that does not yet exist in a stable form.

True False

5. There is little that can be learned from studying the system that will be replaced.

True False

6. By creating a logical model, the various computer hardware components of a system can be incorporated, analyzed, and understood.

True False

7. In a logical model, a person's inbox is treated just like a computer hard drive.

True False

8. User interface design is frequently a prototyping process with end user input.

True False

9. Some of the coolest stuff on the Web, such as streaming video, can't be accessed by most Web surfers.

True False

10. Many Web sites have their own search engines, but very few are actually useful.

True False

11. Most successful Web sites are built to specifications that satisfy executives, rather than customers or users.

True False

12. Most successful Web sites use complicated color designs so speed of loading the pages is not a concern.

True False

13. Since most Web users today are very competent with technology, most Web sites do not need site maps or need to be easily navigated.

True False

14. Technology has now advanced to the point where a Web site that looks good in one browser on a particular hardware platform will also look great on every other platform and browser.

True False

15. Making users fill out long registration forms is a great way to attract users to your Web site because most people enjoy filling out forms and giving out personal information online.

True False

16. Keeping the links updated on a Web page is a very difficult, manual job because there is no software available that can do this for you.

True False

17. The most basic protection against accidental lost or damage to end user files is to simply make backup copies on a frequent and systematic basis.

True False

18. The application development capabilities built into a variety of software packages have made it easier for many users to develop their own computer-based solutions.

True False

19. Microsoft FrontPage is an example of an easy-to-use, end user website development tool.

True False

20. "Shadow" IT is a culture where users install "rogue" software or tamper with existing software without the consent of the IT department.

True False

21. According to the textbook case, IT departments are focusing too much on technology to solve a problem rather than on the problem itself.

True False

22. A well-designed system can survive an improperly-executed implementation.

True False

23. Every project objective and every activity associated with that objective must be identified and sequenced.

True False

24. The resource allocation report contains information related to the difference between actual and planned project progress.

True False

25. The beginning of the end of a project is the implementation and installation of the project deliverables.

True False

26. An RFQ is used as the basis for preparing a proposed purchase agreement.

True False

27. The performance of hardware and software can nearly always be determined by obtaining and reading the documentation and case studies supplied by hardware and software suppliers.

True False

28. Other users are frequently the best source of the information needed to evaluate the claims of manufacturers and suppliers.

True False

29. These days, evaluating hardware is pretty much limited to speed and pricing.

True False

30. Systems integrators take over complete responsibility for an organization's computer facilities when an organization out-sources its computer operations.

True False

31. Systems integrators specialize in providing industry-specific hardware, software, and services from selected manufacturers.

True False

32. Installing a new application may require converting the data elements in databases that are affected by the new application into new formats.

True False

33. Improperly organized and formatted data are seldom found to be a major contributor to new system implementation failures.

True False

34. New systems can be designed to use existing data files, and that is normally the case.

True False

35. Direct conversion should be considered only in extreme circumstances, where no other conversion strategy is available.

True False

36. With a pilot conversion, the old and new systems are run simultaneously until the end users and project coordinators are fully satisfied that the new system is functioning correctly and the old system is no longer necessary.

True False

37. Although having the advantage of low risk, the parallel conversion approach also brings with it the highest cost.

True False

38. Unless the operational costs of the new system are significantly less than the old system, the cost of parallel operation can be as much as four times greater than the old system alone.

True False

39. Pilot conversion may be the best choice in situations where an automated system is replacing a manual one.

True False

40. The pilot conversion approach may be required if individual sites or locations have unique characteristics or idiosyncrasies that make a direct or parallel approach unfeasible.

True False

41. The parallel conversion approach takes the most time and, thus, creates the most disruption to the organization over time.

True False

42. In a typical organization, more programmers and analysts are assigned to application maintenance activities than to application development.

True False

43. Preventive maintenance activities involve changes to an existing system that are intended to improve the performance of a function or interface.

True False

44. Managers do not need to be trained on the new system as long as the end users have been trained.

True False

45. According to the text case, some organizations using PPM simply end projects that go bad.

True False

**Multiple Choice Questions**

46. Systems thinking means that an individual sees:

1. Inter-relationships among systems and processes
2. Discrete snapshots of change, whenever it occurs
3. Linear cause-and-effects when events occur
4. All of the choices are correct.

47. Systems thinking means all the following, except:

1. Seeing inter-relationships among systems and processes
2. Seeing processes of change among systems, rather than discrete snapshots of change
3. Seeing linear cause-and-effects when events occur
4. Seeing the forest and the trees in any situation

48. The overall process by which information systems are designed and implemented within organizations is referred to as systems \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

1. design
2. analysis
3. analysis and design
4. implementation

49. Which of the following correctly reflects the stages of the system development life cycle?

1. Investigation, analysis, implementation, and maintenance
2. Analysis, design, and implementation
3. Investigation, analysis, design, implementation, and maintenance
4. Investigation, prototyping, design, conversion, and change management

50. A feasibility study is a preliminary study to investigate the information needs of prospective users and is used to determine the proposed system's \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

1. resource requirements
2. costs and benefits
3. feasibility
4. All of the choices are correct.

51. All of the following are done during the systems implementation stage of application development, except:

1. Develop logical models of the current system
2. Acquire or develop hardware and software
3. Convert to the new business system
4. Manage the effects of system changes on end users

52. All of the following are done during the systems investigation stage of application development, except:

1. Develop logical models of the current system
2. Conduct a feasibility study
3. Determine how to address business opportunities and priorities
4. Develop a project management plan and obtain management approval

53. Which of the following is done during the systems analysis stage of application development?

1. Develop logical models of the current system
2. Conduct a feasibility study
3. Develop logical models of new system
4. Test the system, and train people to operate and use it

54. Which of the following is done during the systems design stage of application development?

1. Develop logical models of the current system
2. Conduct a feasibility study
3. Develop logical models of new system
4. Convert to the new business system

55. Which of the following is done during the systems maintenance stage of application development?

1. Develop logical models of the current system
2. Monitor, evaluate, and modify the business system as needed
3. Develop logical models of new system
4. Convert to the new business system

56. A feasibility study will answer all of the following questions except:

1. Does the technology exist that is necessary to implement the proposed system?
2. Is the proposed system technologically, economically, and operationally feasible?
3. Which brand and model of computer will be used by the proposed system?
4. What impact will the proposed system have on current employees?

57. The \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ feasibility assessment focuses on the degree to which the proposed development project fits with the existing business environment and objectives, with regard to development schedule, delivery date, corporate culture, and existing business processes.

1. technical
2. legal/political
3. economic
4. operational

58. According to the text, certain changes in \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ may dictate the need for change, regardless of the assessed feasibility of such change.

1. the business environment
2. product specifications
3. management structure
4. technical system requirements

59. Determining whether expected cost savings, increased profits, and other benefits exceed the cost of developing and operating a system is related to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ feasibility.

1. economic
2. functional
3. operational
4. system

60. Dealing with patents, copyrights, and licensing for a proposed system is related to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ feasibility.

1. economic
2. technical
3. operational
4. legal/political

61. Economic feasibility is concerned with:

1. How well a proposed information system supports the objectives of the organization and its strategic plan for information systems
2. Whether expected cost savings, increased revenue, increased profits, reductions in required investment, and other types of benefits will exceed the cost of developing and operating a proposed system
3. Determining if reliable hardware and software capable of meeting the needs of a proposed system can be acquired or developed by the business in the required time
4. The willingness and ability of management, employees, customers, suppliers, and others to operate, use, and support a proposed system

62. Which of the following factors is related to technical feasibility?

1. Customer acceptance
2. Governmental restrictions
3. Cost savings
4. Network reliability

63. Which of the following is related to human factors feasibility?

1. Customer acceptance
2. How well the proposed system will fit with the existing organizational structure
3. Increased profits
4. Hardware capability

64. Which of the following is an example of an intangible cost?

1. Employee salaries
2. Loss of customer goodwill
3. Reduced inventory-carrying costs
4. Improved customer service

65. Which category of feasibility study focuses on determining if reliable hardware and software, capable of meeting the needs of a proposed system, can be acquired or developed in the required time?

1. Economic
2. Operational
3. Technical
4. Legal/political

66. All of the following would be a focus of a human factors feasibility study except:

1. Acceptance by employees
2. How well a proposed system fits the company plans
3. Customer and supplier acceptance
4. All of the choices are factors in human factors feasibility.

67. All of the following would be a focus of a legal/political feasibility study except:

1. Copyright or patent infringements
2. Links to grassroots political parties
3. Identifying the key stakeholders and the degree to which the proposed system may affect the distribution of power
4. Existing contractual obligations

68. Which of the following is a function of the systems analysis stage?

1. Conducting a feasibility study
2. Developing the functional requirements of the system
3. Writing program code
4. Data conversion

69. Why are business end users frequently added to system development teams?

1. They have the greatest stake in a successful product
2. They know a lot about the business activities that affect the company's business processes
3. They are usually experienced in IS development
4. They are the most likely to eliminate unnecessary documentation and steps

70. A logical model of a current system is a blueprint of:

1. How the current system does what it does
2. What the current system does, without regard to how it does it
3. What the system does and how it does it
4. Documentation of what the new system will look like and how it will work

71. Fast retrieval and update of data from product, pricing, and customer databases is an example of a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ requirement.

1. user interface
2. processing
3. control
4. storage

72. Automatic entry of product data and easy-to-use data entry screens for Web customers are examples of a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ requirement.

1. user interface
2. processing
3. control
4. storage

73. Fast, automatic calculation of sales totals and shipping costs is an example of a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ requirement.

1. user interface
2. processing
3. control
4. storage

74. Signals for data entry errors and quick e-mail confirmation for customers are examples of a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ requirement.

1. user interface
2. processing
3. control
4. storage

75. During the physical design stage, users and analysts focus on determining \_\_\_\_\_\_\_\_\_\_ the system will accomplish its objectives.

1. how
2. when
3. where
4. All of the choices are correct.

76. Prototyping involves:

1. A standard systems development cycle using CASE tools
2. The rapid generation of a system by IS professionals, without the need for end user input
3. An interative, interactive development process with extensive end user involvement
4. A fail-safe development process designed to ensure that an information system meets all user requirements, without revision

77. Which of the following statements most accurately applies to the concept of prototyping?

1. Prototyping is not practical for large-scale projects
2. Prototyping produces an actual working model of the information system needed by users
3. Prototyping emphasizes getting the design right the first time
4. Prototyping reduces the need for user involvement in systems development

78. Which of the following statements applies to end user development?

1. IS professionals play a consulting role, while end users do their own application development
2. Focus should be on the fundamental activities of any information system: input, processing, output, storage, and control
3. Users develop new or improved ways to perform your jobs without the direct involvement of IS specialists
4. All of the choices are correct.

79. User interface design refers to the development of:

1. Programs and procedures to be used by end-users
2. Display screens, forms and reports, and interactive computer user dialogs
3. User training manuals
4. The structure of databases and files accessible by end users

80. In analyzing a potential application, you should focus first on the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to be produced by the application.

1. input
2. processing
3. storage
4. output

81. When analyzing a potential application, the proper order of actions should be:

1. input, output, processing
2. processing, output, input
3. input, processing, output
4. output, input, processing

82. Control measures for end user applications vary greatly depending upon the:

1. Number and nature of the users of the application
2. Scope and duration of the application
3. Nature of the data involved
4. All of the choices are correct.

83. The systems implementation stage of application development involves:

1. Hardware and software acquisition
2. Conversion of data resources
3. Testing of programs and procedures
4. All of the choices are correct.

84. Which of the following is recognized as an idea to spur end user Web development?

1. Spur creativity
2. Make users comfortable
3. Set limits
4. All of the choices are correct.

85. No matter what the project, all of the following elements are necessary except:

1. Prototypes
2. Process
3. Tools
4. Techniques

86. All of the following are activities performed during the initiating/defining project management phase except:

1. Stating the problems/goals
2. Securing resources
3. Writing a detailed project plan
4. Exploring costs/benefits with a feasibility study

87. Which of the following are activities performed during the initiating/defining project management phase?

1. Establish reporting obligations
2. Securing resources
3. Commit resources to specific tasks
4. Meet with stakeholders

88. All of the following are activities performed during the planning project management phase except:

1. Stating the problems/goals
2. Identify the "critical path"
3. Writing a detailed project plan
4. Estimate time and resources needed for completion

89. Which of the following are activities performed during the planning project management phase?

1. Establish reporting obligations
2. Identify and sequence activities
3. Commit resources to specific tasks
4. Meet with stakeholders

90. All of the following are activities performed during the executing project management phase except:

1. Commit resources to specific tasks
2. Add additional resources/personnel if necessary
3. Writing a detailed project plan
4. Initiate project work

91. Which of the following are activities performed during the executing project management phase?

1. Establish reporting obligations
2. Identify and sequence activities
3. Commit resources to specific tasks
4. Meet with stakeholders

92. All of the following are activities performed during the controlling project management phase except:

1. Create reporting tools
2. Compare actual progress with baseline
3. Establish reporting obligations
4. Writing a detailed project plan

93. Which of the following are activities performed during the controlling project management phase?

1. Establish reporting obligations
2. Identify and sequence activities
3. Commit resources to specific tasks
4. Meet with stakeholders

94. All of the following are activities performed during the closing project management phase except:

1. Install all deliverables
2. Release project resources
3. Document the project
4. Writing a detailed project plan

95. Which of the following are activities performed during the closing project management phase?

1. Meet with stakeholders
2. Identify and sequence activities
3. Commit resources to specific tasks
4. Establish reporting obligations

96. Which of the following activities would normally be performed during the closing project management phase?

1. Document the project
2. Establish reporting obligations
3. Compare actual progress with baseline
4. Initiate control interventions, if necessary

97. According to the text, what is probably the most important contribution of the modern project management approach?

1. Identifying the project as a series of steps
2. Recognizing the importance of user input to the project
3. Eliminating the input of information system specialists
4. None of the selections are considered the most important

98. The most important objective to achieve during the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ phase is the clear and succinct statement of the problem that the project is to solve, or the goals that it is to achieve.

1. initiating/defining
2. planning
3. executing
4. controlling

99. The acronym RFP stands for:

1. Request for pricing
2. Request for proposal
3. Request for flat pricing
4. Request for fixed pricing

100. When a company needs to evaluate competing proposals for hardware or software acquisition:

1. Each evaluation factor is assigned an equal weight
2. Each evaluation factor is assigned a different number of points, depending on its importance to the company
3. The lowest bid is always the ultimate selection factor
4. Only three things matter: cost, performance, and support

101. The question of compatibility with hardware and software being provided by competing suppliers is a \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ evaluation factor.

1. performance
2. compatibility
3. technology
4. connectivity

102. Software packages that are \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ aren't a good choice at any price.

1. slow
2. hard to use
3. poorly documented
4. All of the choices are correct.

103. Which of the following statements about documentation is true?

1. Documentation is no longer important because commercial software has online help systems, backed up with Internet-based help systems
2. Documentation serves as a method of communication among the people who develop, implement, and maintain a system
3. Only program modifications and/or customizations need to be documented
4. Documentation is the most expensive part of any system implementation

104. A large retail company with many locations may choose to use a conversion strategy in which the new system is put in place at only one location. This method of conversion is called \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ conversion.

1. parallel
2. pilot
3. phased
4. direct

105. According to the text, adaptive maintenance includes:

1. Fixing software bugs and logic errors not detected during the implementation testing period
2. Modifying existing functions or adding new functionality to accommodate changes in the business or operating environments
3. Reducing the chances of system failure or extending the capacity of a current system's useful life
4. Making changes to an existing system that are intended to improve the performance of a function or interface

106. According to the text, corrective maintenance includes:

1. Fixing software bugs and logic errors not detected during the implementation testing period
2. Modifying existing functions or adding new functionality to accommodate changes in the business or operating environments
3. Reducing the chances of system failure or extending the capacity of a current system's useful life
4. Making changes to an existing system that are intended to improve the performance of a function or interface

107. According to the text, preventative maintenance includes:

1. Fixing software bugs and logic errors not detected during the implementation testing period
2. Modifying existing functions or adding new functionality to accommodate changes in the business or operating environments
3. Reducing the chances of system failure or extending the capacity of a current system's useful life
4. Making changes to an existing system that are intended to improve the performance of a function or interface

108. According to the text, perfective maintenance includes:

1. Fixing software bugs and logic errors not detected during the implementation testing period
2. Modifying existing functions or adding new functionality to accommodate changes in the business or operating environments
3. Reducing the chances of system failure or extending the capacity of a current system's useful life
4. Making changes to an existing system that are intended to improve the performance of a function or interface

109. Evaluating and acquiring necessary hardware and software resources and information system services is a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ activity.

1. acquisition
2. software development
3. documentation
4. conversion

110. Developing software that will not be acquired externally and making necessary modifications to software packages that are acquired is a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ activity.

1. acquisition
2. software development
3. documentation
4. conversion

111. Changing data in company databases to new data formats and subsets required by newly installed software is a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ activity.

1. acquisition
2. software development
3. documentation
4. conversion

112. Educating management, end users, customers, and other business stakeholders to develop user competencies is a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ activity.

1. acquisition
2. testing
3. documentation
4. training

113. Assessing and making necessary corrections to the programs, procedures, and hardware used by a new system is a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ activity.

1. acquisition
2. software development
3. testing
4. conversion

114. Recording and communicating detailed system specifications, including procedures for end users and IS personnel and examples of input screens, output displays, and reports, is a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ activity.

1. acquisition
2. software development
3. documentation
4. conversion

115. Switching from the use of a present system to the operation of a new or improved system is a(n) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ activity.

1. acquisition
2. software development
3. documentation
4. conversion