

Student: _____

1. Which of the following is not a phase in the **SDLC**? **System development life cycle**
A. Planning
B. Development
C. RFP **Request for proposal**
D. Testing
2. Which of the following is a phase in the SDLC?
A. Analysis
B. Design
C. Testing
D. All of the above
3. Which of the following is not a phase in the SDLC?
A. Maintenance
B. Change
C. Design
D. None of the above
4. What is the first step in the SDLC?
A. Analysis
B. Design
C. Testing
D. Planning
5. What is the second step in the SDLC?
A. Analysis
B. Design
C. Testing
D. Planning
6. Which activity is performed during the planning phase?
A. Identify and select the system for development
B. Assess project feasibility
C. Develop the project plan
D. All of the above
7. Which differences does not make global data standardization quite difficult.
A. Language
B. Culture
C. Technology
D. Skin colour
8. _____ methodology emphasizes extensive user involvement in the rapid and evolutionary construction of working prototypes of a system to accelerate the systems development process.
A. Rapid application development (RAD)
B. Extreme programming (XP)
C. Rational Unified Process (RUP)
D. Scrum

9. _____, like other agile methods, breaks a project into tiny phases, and developers cannot continue on to the next phase until the first phase is complete.
- A. Rapid application development (RAD)
 - B. Extreme programming (XP)**
 - C. Rational Unified Process (RUP)
 - D. Scrum
10. _____ provides a framework for breaking down the development of software into four gates.
- A. Rapid application development (RAD)
 - B. Extreme programming (XP)
 - C. Rational Unified Process (RUP)**
 - D. Scrum
11. _____ uses small teams to produce small pieces of deliverable software using sprints, or 30-day intervals, to achieve an appointed goal.
- A. Rapid application development (RAD)
 - B. Extreme programming (XP)
 - C. Rational Unified Process (RUP)
 - D. Scrum**
12. The many benefits associated with outsourcing include which of the following
- A. Increased quality and efficiency of a process, service, or function.
 - B. Reduced operating expenses.
 - C. Avoiding costly outlay of capital funds.
 - D. All are benefits associated with outsourcing.**
13. What is one of the most common reasons why systems development projects fail?
- A. Unclear or missing business requirements**
 - B. Lack of JAD sessions
 - C. Purchasing COTS
 - D. All of the above
14. Which of the following is a business-related consequence of successful software?
- A. Increase revenues**
 - B. Damage to brand reputation
 - C. Incur liabilities
 - D. Decrease productivity
15. Which of the following is a business-related consequence of failing software?
- A. Decrease productivity
 - B. Damage to brand reputation
 - C. Incur liabilities
 - D. All of the above**
16. What is the systems development life cycle?
- A. Involves establishing a high-level plan of the intended project and determining project goals
 - B. Involves analyzing end-user business requirements and refining project goals into defined functions and operations of the intended system
 - C. Involves describing the desired features and operations of the system
 - D. The overall process for developing information systems from planning and analysis through implementation and maintenance**
17. What is the overall process for developing information systems from planning and analysis through implementation and maintenance?
- A. SDLC
 - B. Software life cycle
 - C. Application life cycle
 - D. All of the above**

18. What is the analysis phase in the SDLC?
- A. Involves establishing a high-level plan of the intended project and determining project goals
 - B** Involves analyzing end-user business requirements and refining project goals into defined functions and operations of the intended system
 - C. Involves describing the desired features and operations of the system
 - D. Involves placing the system into production so users can begin to perform actual business operations with the system
19. What is the design phase in the SDLC?
- A. Involves establishing a high-level plan of the intended project and determining project goals
 - B. Involves analyzing end-user business requirements and refining project goals into defined functions and operations of the intended system
 - C**. Involves describing the desired features and operations of the system
 - D. Involves placing the system into production so users can begin to perform actual business operations with the system
20. What is the implementation phase in the SDLC?
- A. Involves establishing a high-level plan of the intended project and determining project goals
 - B. Involves analyzing end-user business requirements and refining project goals into defined functions and operations of the intended system
 - C. Involves describing the desired features and operations of the system
 - D**. Involves placing the system into production so users can begin to perform actual business operations with the system
21. What is a sequential, activity-based process in which each phase in the SDLC is performed sequentially from planning through implementation and maintenance?
- A. RAD methodology
 - B. Agile methodology
 - C**. Waterfall methodology
 - D. Extreme programming
22. What emphasizes extensive user involvement in the rapid and evolutionary construction of working prototypes of a system to accelerate the systems development process?
- A**. RAD methodology
 - B. Agile methodology
 - C. Waterfall methodology
 - D. Extreme programming
23. What breaks a project into tiny phases, and developers cannot continue on to the next phase until the first phase is complete?
- A. RAD methodology
 - B. Agile methodology
 - C. Waterfall methodology
 - D**. Extreme programming
24. What is the success rate for a project using the waterfall methodology?
- A**. 1 in 10
 - B. 2 in 10
 - C. 4 in 10
 - D. 8 in 10
25. Which of the following is a fundamental of the RAD methodology?
- A. Focus initially on creating a prototype that looks and acts like the desired system
 - B. Actively involve system users in the analysis, design, and development phases
 - C. Accelerate collecting the business requirements through an interactive and iterative construction approach
 - D**. All of the above

26. Which of the following is not one of the tenets in the Agile Alliance's manifesto?
- A. Satisfy the customer through early and continuous delivery of valuable software
 - B. Do not allow changing requirements, especially late in development**
 - C. Business people and developers must work together daily throughout the project
 - D. All of the above
27. Which of the following is not one of the primary principles an organization should follow for successful agile software development?
- A. Slash the budget
 - B. Keep requirements to a minimum
 - C. Test and deliver infrequently**
 - D. Assign non-IT executives to software projects
28. What is a common approach using the professional expertise within an organization to develop and maintain the organization's information technology systems?
- A. Insourcing**
 - B. Outsourcing
 - C. Business process outsourcing
 - D. Offshore outsourcing
29. What is an arrangement by which one organization provides a service or services for another organization that chooses not to perform them in-house?
- A. Insourcing
 - B. Outsourcing**
 - C. Business process outsourcing
 - D. Offshore outsourcing
30. What is it called when a company uses organizations from developing countries to write code and develop systems?
- A. Insourcing
 - B. Outsourcing
 - C. Business process outsourcing
 - D. Offshore outsourcing**
31. Which of the following is a benefit an organization can receive from outsourcing?
- A. Financial savings
 - B. Increase technical abilities
 - C. Market agility
 - D. All of the above**
32. Which of the following is the most common function outsourced?
- A. IT**
 - B. HR
 - C. Finance
 - D. Marketing/sales
33. Which of the following is the primary reason why companies outsource?
- A. Tap outside sources of expertise
 - B. Concentrate resources on core business
 - C. Reduce headcount and related expenses
 - D. All of the above**
34. Which of the following is the most likely why companies outsource?
- A. Tap outside sources of expertise**
 - B. Concentrate resources on core business
 - C. Reduce headcount and related expenses
 - D. Better manage the costs of internal processes

35. Which of the following is the least likely reason why companies outsource?
A. Tap outside sources of expertise
B. Concentrate resources on core business
C. Reduce headcount and related expenses
D. Better manage the costs of internal processes
36. Which of the following are the influential drivers affecting the growth of outsourcing markets?
A. Core competencies
B. Rapid growth
C. Industry changes
D. All of the above
37. What is the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project?
A. Project management
B. Project management software
C. Scope
D. None of the above
38. What specifically supports the long-term and day-to-day management and execution of the steps in a project?
A. Project management
B. Project management software
C. Scope
D. None of the above
39. What are the three primary variables in any project?
A. Time, cost, expense
B. Time, expense, requirements
C. Time, cost, scope
D. Time, cost, quality
40. What is the number one reason that IT projects fall behind schedule or fail?
A. Change in business goals during the project
B. Lack of support from business management
C. Poor planning or poor project management
D. Change in technology during the project
41. Which of the following is a characteristic of a successful project?
A. Delivered on time
B. Delivered within budget
C. Meets the business's requirements
D. All of the above
42. What is a project?
A. A temporary endeavor undertaken to create a unique product or service
B. The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project
C. Any measurable, tangible, verifiable outcome, result, or item that is produced to complete a project or part of a project
D. Represent key dates when a certain group of activities must be performed
43. What are project deliverables?
A. A temporary endeavour undertaken to create a unique product or service
B. The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project
C. Any measurable, tangible, verifiable outcome, result, or item that is produced to complete a project or part of a project
D. Represent key dates when a certain group of activities must be performed

what is scope?

44. Who is a project manager?
A. The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project
B. Any measurable, tangible, verifiable outcome, result, or item that is produced to complete a project or part of a project
C. Represent key dates when a certain group of activities must be performed
D. An individual who is an expert in project planning and management
45. Which of the following does a project manager perform?
A. Defines and develops the project plan
B. Tracks the plan to ensure all key project milestones are completed on time
C. Expert in project planning and management
D. All of the above
46. What are the primary activities performed by a project manager?
A. Choosing strategic projects
B. Setting the project scope
C. Managing resources and maintaining the project plan
D. All of the above
47. An organization must identify what it wants to do and how it is going to do it. What does the "what" part of this question focus on?
A. Justification of the project
B. Definition of the project
C. Expected results of the project
D. All of the above
48. An organization must identify what it wants to do and how it is going to do it. What does the "how" part of this question focus on?
A. Justification of the project
B. Definition of the project
C. Analysis of project risks
D. Expected results of the project
49. Which of the following is not a technique for choosing strategic projects?
A. Categorize projects
B. Perform a financial analysis
C. Focus on organizational goals
D. Develop a project plan
50. What is project scope?
A. Quantifiable criteria that must be met for the project to be considered a success
B. Products, services, or processes that are not specifically a part of the project
C. Any measurable, tangible, verifiable outcome, result or item that is produced to complete a project or part of a project
D. Defines the work that must be completed to deliver a product with the specified features and functions
51. What are project objectives?
A. Quantifiable criteria that must be met for the project to be considered a success
B. Products, services, or processes that are not specifically a part of the project
C. Any measurable, tangible, verifiable outcome, result or item that is produced to complete a project or part of a project
D. Defines the work that must be completed to deliver a product with the specified features and functions
52. Which of the following is an outsourcing challenge caused by contract length?
A. Difficulties in getting out of a contract
B. Problems in foreseeing future issues
C. Problems in reforming an internal IT department
D. All of the above

53. What do SMART criteria for successful objective creation include?
- A. Specific, metrics, agreed upon, real, time valued
 - B.** Specific, measurable, agreed upon, realistic, time framed
 - C. Specific, measurable, accurate, real, time valued
 - D. Specific, metrics, agreed upon, realistic, time framed
54. Which of the following is not a characteristic of a well-defined project plan?
- A.** Prepared by the project manager
 - B. Easy to read
 - C. Appropriate to the project's size
 - D. Communicated to all key participants
55. What is the most important part of the project plan?
- A. Gantt chart
 - B. Specification
 - C.** Communication
 - D. None of the above
56. What is a graphical network model that depicts a project's tasks and the relationships between those tasks?
- A. Gantt chart
 - B.** PERT chart
 - C. Dependency
 - D. All of the above
- Program evaluation review technique**
57. What is the logical relationship that exists between the project tasks, or between a project task and a milestone?
- A. Resource
 - B. Task
 - C.** Dependency
 - D. Activity
58. What is a simple bar chart that depicts project tasks against a calendar?
- A.** Gantt chart
 - B. PERT chart
 - C. Dependency
 - D. All of the above
59. What type of chart typically displays the critical path?
- A. Gantt chart
 - B.** PERT chart
 - C. All of the above
 - D. None of the above
60. What is the critical path?
- A. The path from resource to task that passes through all critical components of a project plan
 - B. The path between tasks to the projects finish that passes through all critical components of a project plan
 - C.** The path from start to finish that passes through all the tasks that are critical to completing the project . in the shortest amount of time
 - D The path from start to finish that passes through all the tasks that are critical to completing the project . in the longest amount of time
61. In a Gantt chart tasks are listed _____ and the project's timeframe is listed _____.
- A.** Vertically; horizontally
 - B. Horizontally; vertically
 - C. Vertically; Vertically
 - D. Horizontally; horizontally

62. What is the outsourcing option that includes the most remote location and indirect customer control?
A. Onshore outsourcing
B. Nearshore outsourcing
C. Offshore outsourcing
D. None of the above
63. What is the outsourcing option that includes the closest location and direct customer control?
A. Onshore outsourcing
B. Nearshore outsourcing
C. Offshore outsourcing
D. None of the above
64. All of the following are challenges of outsourcing, except:
A. Contract length
B. Competitive edge
C. Confidentiality
D. Multisourcing
65. What is the responsibility of a change control board?
A. Controlling the change requests
B. Approving the change requests
C. Rejecting the change requests
D. All of the above
66. Which of the following is not the responsibility of a change control board?
A. Controlling the change requests
B. Approving the change requests
C. Rejecting the change requests
D. Managing the projects
67. In the past, outsourcing was often used tactically, as a quick-fix, short-term solution to a particular need or problem which did not form part of an overall business strategy.
True False
68. Domestic information systems must support a diverse base of customers, users, products, languages, currencies, laws, and so on.
True False
69. Difference in language, culture, and technology platforms can make global data standardization quite difficult.
True False
70. A topology is a set of policies, procedures, standards, processes, practices, tools, techniques, and tasks that people apply to technical and management challenges.
True False
71. Iterative development consists of a series of tiny projects.
True False
72. Scrum methodology, like other agile methods, breaks a project into tiny phases, and developers cannot continue on to the next phase until the first phase is complete.
True False
73. The SDLC is different than the waterfall and agile methodologies not in terms of the type of work that is done, but rather who is control and does most of the design work.
True False

74. A project charter is a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.
True False
75. Managing people is one of the hardest and most critical efforts a project manager undertakes.
True False
76. An unimportant aspect of a project management communications plan is to provide a method for continually obtaining and monitoring feedback from and for all stakeholders.
True False
77. Testing is the fourth phase in the SDLC.
True False
78. The assess project feasibility activity typically occurs during the analysis phase.
True False
79. Designing the IT infrastructure typically occurs during the design phase.
True False
80. Provide training for the system users typically occurs during the testing phase.
True False
81. The traditional waterfall methodology is a sequential, activity-based process in which each phase in the SDLC is performed sequentially from planning through implementation and maintenance.
True False
82. A prototype is a smaller-scale representation or working model of the users' requirements or a proposed design for an information system.
True False
83. Outsourcing is a common approach using the professional expertise within an organization to develop and maintain the organization's information technology systems.
True False
84. Insourcing is an arrangement by which one organization provides a service or services for another organization that chooses not to perform them in-house.
True False
85. Offshore outsourcing is using organizations from developing countries to write code and develop systems.
True False
86. Human resources is the most common outsourced function.
True False
87. Project milestones are any measurable, tangible, verifiable outcome, result, or item that is produced to complete a project or part of a project.
True False
88. Project deliverables represent key dates when a certain group of activities must be performed.
True False
89. Project products are quantifiable criteria that must be met for the project to be considered a success.
True False
90. A kill switch is a trigger that enables a project manager to close the project prior to completion.
True False

91. A change control board is responsible for approving or rejecting all change requests.
True False
92. A change control board is responsible for managing the project.
True **False**
93. Contract length, competitive edge, _____, and scope definition are the four primary challenges for outsourcing.

94. _____ systems must support a diverse base of customers, users, products, languages, currencies, laws, and so on.

95. Difference in language, culture, and technology platforms can make global data standardization quite _____.

96. A _____ is a set of policies, procedures, standards, processes, practices, tools, techniques, and tasks that people apply to technical and management challenges.

97. _____ development consists of a series of tiny projects.

98. Another agile methodology, _____ uses small teams to produce small pieces of deliverable software using sprints, or 30-day intervals, to achieve an appointed goal.

99. The _____ is different than the waterfall and agile methodologies not in terms of the type of work that is done, but rather who is control and does most of the design work.

100. A _____ is a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

101. Managing people is one of the hardest and most critical efforts a _____ manager undertakes.

102. An important aspect of a project management communications plan is to provide a method for continually obtaining and monitoring feedback from and for all _____.

103. The systems development life cycle is the overall process for developing information systems from planning and analysis through _____ and maintenance.

104. The _____ phase involves establishing a high-level plan of the intended project and determining project goals.

105. _____ creep occurs when the scope of the project increases.

106. _____ creep occurs when developers add extra features that were not part of the initial requirements.

107. Failure to manage _____ scope is one of the primary reasons for project failure.

108. _____ revenues are a business-related consequence of successful software.

109. The _____ phase involves placing the system into production so users can begin to perform actual business operations with the system.

110. The _____ methodology is a sequential, activity-based process in which each phase in the SDLC is performed sequentially from planning through implementation and maintenance.

111. The rapid application development methodology emphasizes extensive user involvement in the rapid and evolutionary construction of working _____ of a system to accelerate the systems development process.

112. The _____ methodology aims for customer satisfaction through early and continuous delivery of useful software components.

113. _____ is a common approach using the professional expertise within an organization to develop and maintain the organization's information technology systems.

114. _____ is an arrangement by which one organization provides a service or services for another organization that chooses not to perform them in-house.

115. Business _____ outsourcing is the contracting of a specific business task, such as payroll, to a third-party service provider.

116. _____ outsourcing is using organizations from developing countries to write code and develop systems.

117. _____ management is the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project.

118. Project management software specifically supports the long-term and day-to-day management and execution of the steps in a _____.

119. Time, cost, and _____ are the three primary variables in any project.

120. A(n) _____ is a temporary endeavour undertaken to create a unique product or service.

121. Project _____ are any measurable, tangible, verifiable outcome, result, or item that is produced to complete a project or part of a project.

122. Project _____ represent key dates when a certain group of activities must be performed.

123. Project _____ defines the work that must be completed to deliver a product with the specified features and functions.

124. A _____ is a trigger that enables a project manager to close the project prior to completion.

125. Project _____ are quantifiable criteria that must be met for the project to be considered a success.

126. _____ outsourcing refers to contracting an outsourcing arrangement with a company in a nearby country.

127. The R in the SMART criteria for successful objective creation stands for _____.

128. Project _____ is a formal, approved document that manages and controls project execution.

129. _____ chart is a graphical network model that depicts a project's tasks and the relationships between those tasks.

130. _____ chart is a simple bar chart that depicts project tasks against a calendar.

131. A(n) _____ is a logical relationship that exists between the project tasks, or between a project task and a milestone.

132. A change control board is responsible for approving or _____ all change requests.

133. Businesses typically outsource their _____ business functions, such as payroll and IT.

134. Discuss the several strategies organizations can use to solve some of the problems that arise in global information systems development.
135. Explain change management and how an organization can prepare for change.

136. List and describe each phase in the systems development life cycle.

137. Summarize the activities associated with the design, development, and testing phases in the SDLC.

138. Identify the business benefits associated with successful software development.

139. Describe the seven phases of the systems development life cycle.

140. Summarize the different software development methodologies.

141. Define the relationship between the systems development life cycle and software development methodologies.

142. Compare the waterfall methodology and the agile methodology.

143. Explain the business benefits of outsourcing.

144. Identify the three primary outsourcing options.

145. Describe the benefits and challenges of outsourcing.

146. Describe the four primary activities performed by a project manager.

147. What is a project charter and what does it include?

10 Key

1. Which of the following is not a phase in the SDLC?
(p.313)
- A. Planning
 - B. Development
 - C. RFP**
 - D. Testing

RFP is request for proposal and is not a phase in the SDLC.

*Chapter - Chapter 10 #1
Gradable: automatic
Learning Outcome: 10.2
Level: Easy*

2. Which of the following is a phase in the SDLC?
(p.313)
- A. Analysis
 - B. Design
 - C. Testing
 - D. All of the above**

All of the above are phases in the SDLC.

*Chapter - Chapter 10 #2
Gradable: automatic
Learning Outcome: 10.2
Level: Easy*

3. Which of the following is not a phase in the SDLC?
(p.313)
- A. Maintenance
 - B. Change**
 - C. Design
 - D. None of the above

Change is not a phase in the SDLC.

*Chapter - Chapter 10 #3
Gradable: automatic
Learning Outcome: 10.2
Level: Easy*

4. What is the first step in the SDLC?
(p.313)
- A. Analysis
 - B. Design
 - C. Testing
 - D. Planning**

Planning is the first phase in the SDLC.

*Chapter - Chapter 10 #4
Gradable: automatic
Learning Outcome: 10.2
Level: Easy*

5. What is the second step in the SDLC?

- (p. 313)
- A.** Analysis
 - B. Design
 - C. Testing
 - D. Planning

Analysis is the second step in the SDLC.

*Chapter - Chapter 10 #5
Gradable: automatic
Learning Outcome: 10.2
Level: Easy*

6. Which activity is performed during the planning phase?

- (p. 313)
- A. Identify and select the system for development
 - B. Assess project feasibility
 - C. Develop the project plan
 - D.** All of the above

All of the above are performed during the planning phase.

*Chapter - Chapter 10 #6
Gradable: automatic
Learning Outcome: 10.2
Level: Easy*

7. Which differences does not make global data standardization quite difficult.

- (p. 312)
- A. Language
 - B. Culture
 - C. Technology
 - D.** Skin colour

Difference in language, culture, and technology platforms can make global data standardization quite difficult.

*Chapter - Chapter 10 #7
Gradable: automatic
Learning Outcome: 10.1
Level: Medium*

8. _____ methodology emphasizes extensive user involvement in the rapid and evolutionary construction of working prototypes of a system to accelerate the systems development process.

- (p. 316)
- A.** Rapid application development (RAD)
 - B. Extreme programming (XP)
 - C. Rational Unified Process (RUP)
 - D. Scrum

Rapid application development (RAD) (also called rapid prototyping) methodology emphasizes extensive user involvement in the rapid and evolutionary construction of working prototypes of a system to accelerate the systems development process. Figure 10.6 displays the fundamentals of RAD.

*Chapter - Chapter 10 #8
Gradable: automatic
Learning Outcome: 10.3
Level: Medium*

9. _____, like other agile methods, breaks a project into tiny phases, and developers cannot continue on to the next phase until the first phase is complete.
(p. 316)
- A. Rapid application development (RAD)
 - B. Extreme programming (XP)**
 - C. Rational Unified Process (RUP)
 - D. Scrum

Extreme programming (XP) methodology, like other agile methods, breaks a project into tiny phases, and developers cannot continue on to the next phase until the first phase is complete.

Chapter - Chapter 10 #9
Gradable: automatic
Learning Outcome: 10.3
Level: Medium

10. _____ provides a framework for breaking down the development of software into four gates.
(p. 317)
- A. Rapid application development (RAD)
 - B. Extreme programming (XP)
 - C. Rational Unified Process (RUP)**
 - D. Scrum

The rational unified process (RUP) methodology, owned by IBM, provides a framework for breaking down the development of software into four gates.

Chapter - Chapter 10 #10
Gradable: automatic
Learning Outcome: 10.3
Level: Medium

11. _____ uses small teams to produce small pieces of deliverable software using sprints, or 30-day intervals, to achieve an appointed goal.
(p. 317)
- A. Rapid application development (RAD)
 - B. Extreme programming (XP)
 - C. Rational Unified Process (RUP)
 - D. Scrum**

Scrum methodology uses small teams to produce small pieces of deliverable software using sprints, or 30-day intervals, to achieve an appointed goal.

Chapter - Chapter 10 #11
Gradable: automatic
Learning Outcome: 10.3
Level: Medium

12. The many benefits associated with outsourcing include which of the following
(p. 334)
- A. Increased quality and efficiency of a process, service, or function.
 - B. Reduced operating expenses.
 - C. Avoiding costly outlay of capital funds.
 - D. All are benefits associated with outsourcing.**

All are benefits associated with outsourcing.

Chapter - Chapter 10 #12
Gradable: automatic
Learning Outcome: 10.5
Level: Medium

13. What is one of the most common reasons why systems development projects fail?
(p. 334)
- A.** Unclear or missing business requirements
 - B. Lack of JAD sessions
 - C. Purchasing COTS
 - D. All of the above

The most common reason why systems fail is because the business requirements are either missing or incorrectly gathered during the analysis phase.

Chapter - Chapter 10 #13
Gradable: automatic
Learning Outcome: 10.3
Level: Easy

14. Which of the following is a business-related consequence of successful software?
(p. 311)
- A.** Increase revenues
 - B. Damage to brand reputation
 - C. Incur liabilities
 - D. Decrease productivity

Increased revenues is a consequence of software success.

Chapter - Chapter 10 #14
Gradable: automatic
Learning Outcome: 10.1
Level: Easy

15. Which of the following is a business-related consequence of failing software?
(p. 311)
- A. Decrease productivity
 - B. Damage to brand reputation
 - C. Incur liabilities
 - D.** All of the above

All of the above are consequences of software failure.

Chapter - Chapter 10 #15
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

16. What is the systems development life cycle?
(p. 312)
- A. Involves establishing a high-level plan of the intended project and determining project goals
 - B. Involves analyzing end-user business requirements and refining project goals into defined functions and operations of the intended system
 - C. Involves describing the desired features and operations of the system
 - D.** The overall process for developing information systems from planning and analysis through implementation and maintenance

The SDLC is the overall process for developing information systems from planning and analysis through implementation and maintenance.

Chapter - Chapter 10 #16
Gradable: automatic
Learning Outcome: 10.2
Level: Easy

17. What is the overall process for developing information systems from planning and analysis through implementation and maintenance?
(p. 312)
- A. SDLC
 - B. Software life cycle
 - C. Application life cycle
 - D. All of the above**

All of the above are known as the SDLC.

Chapter - Chapter 10 #17
Gradable: automatic
Learning Outcome: 10.2
Level: Easy

18. What is the analysis phase in the SDLC?
(p. 313)
- A. Involves establishing a high-level plan of the intended project and determining project goals
 - B. Involves analyzing end-user business requirements and refining project goals into defined functions and operations of the intended system**
 - C. Involves describing the desired features and operations of the system
 - D. Involves placing the system into production so users can begin to perform actual business operations with the system

This is the definition of the analysis phase.

Chapter - Chapter 10 #18
Gradable: automatic
Learning Outcome: 10.2
Level: Easy

19. What is the design phase in the SDLC?
(p. 313)
- A. Involves establishing a high-level plan of the intended project and determining project goals
 - B. Involves analyzing end-user business requirements and refining project goals into defined functions and operations of the intended system
 - C. Involves describing the desired features and operations of the system**
 - D. Involves placing the system into production so users can begin to perform actual business operations with the system

This is the definition of the design phase.

Chapter - Chapter 10 #19
Gradable: automatic
Learning Outcome: 10.2
Level: Easy

20. What is the implementation phase in the SDLC?
(p. 313)
- A. Involves establishing a high-level plan of the intended project and determining project goals
 - B. Involves analyzing end-user business requirements and refining project goals into defined functions and operations of the intended system
 - C. Involves describing the desired features and operations of the system
 - D. Involves placing the system into production so users can begin to perform actual business operations with the system**

This is the definition of the implementation phase.

Chapter - Chapter 10 #20
Gradable: automatic
Learning Outcome: 10.2
Level: Easy

21. What is a sequential, activity-based process in which each phase in the SDLC is performed sequentially from planning through implementation and maintenance?
(p. 314)
- A. RAD methodology
 - B. Agile methodology
 - C. Waterfall methodology**
 - D. Extreme programming

This is the definition of the traditional waterfall methodology.

Chapter - Chapter 10 #21
Gradable: automatic
Learning Outcome: 10.3
Level: Easy

22. What emphasizes extensive user involvement in the rapid and evolutionary construction of working prototypes of a system to accelerate the systems development process?
(p. 316)
- A. RAD methodology**
 - B. Agile methodology
 - C. Waterfall methodology
 - D. Extreme programming

This is the definition of RAD.

Chapter - Chapter 10 #22
Gradable: automatic
Learning Outcome: 10.3
Level: Easy

23. What breaks a project into tiny phases, and developers cannot continue on to the next phase until the first phase is complete?
(p. 316)
- A. RAD methodology
 - B. Agile methodology
 - C. Waterfall methodology
 - D. Extreme programming**

This is the definition of Extreme programming.

Chapter - Chapter 10 #23
Gradable: automatic
Learning Outcome: 10.3
Level: Medium

24. What is the success rate for a project using the waterfall methodology?
(p. 314)
- A. 1 in 10**
 - B. 2 in 10
 - C. 4 in 10
 - D. 8 in 10

The waterfall methodology has a 10 percent success rate, or 1 in 10.

Chapter - Chapter 10 #24
Gradable: automatic
Learning Outcome: 10.3
Level: Easy

25. Which of the following is a fundamental of the RAD methodology?
(p. 316)
- A. Focus initially on creating a prototype that looks and acts like the desired system
 - B. Actively involve system users in the analysis, design, and development phases
 - C. Accelerate collecting the business requirements through an interactive and iterative construction approach
 - D. All of the above**

All of the above are the fundamentals of the RAD methodology.

Chapter - Chapter 10 #25
Gradable: automatic
Learning Outcome: 10.3
Level: Medium

26. Which of the following is not one of the tenets in the Agile Alliance's manifesto?
(p. 318)
- A. Satisfy the customer through early and continuous delivery of valuable software
 - B. Do not allow changing requirements, especially late in development**
 - C. Business people and developers must work together daily throughout the project
 - D. All of the above

The manifesto states that projects should welcome changing requirements, even late in development.

Chapter - Chapter 10 #26
Gradable: automatic
Learning Outcome: 10.3
Level: Medium

27. Which of the following is not one of the primary principles an organization should follow for successful agile software development?
(p. 320)
- A. Slash the budget
 - B. Keep requirements to a minimum
 - C. Test and deliver infrequently**
 - D. Assign non-IT executives to software projects

Test and deliver frequently, not infrequently.

Chapter - Chapter 10 #27
Gradable: automatic
Learning Outcome: 10.3
Level: Easy

28. What is a common approach using the professional expertise within an organization to develop and maintain the organization's information technology systems?
(p. 320)
- A. Insourcing**
 - B. Outsourcing
 - C. Business process outsourcing
 - D. Offshore outsourcing

This is the definition of insourcing.

Chapter - Chapter 10 #28
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

29. What is an arrangement by which one organization provides a service or services for another organization that chooses not to perform them in-house?
(p. 331)
- A. Insourcing
 - B. Outsourcing**
 - C. Business process outsourcing
 - D. Offshore outsourcing

This is the definition of outsourcing.

Chapter - Chapter 10 #29
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

30. What is it called when a company uses organizations from developing countries to write code and develop systems?
(p. 332)
- A. Insourcing
 - B. Outsourcing
 - C. Business process outsourcing
 - D. Offshore outsourcing**

This is the definition of offshore outsourcing.

Chapter - Chapter 10 #30
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

31. Which of the following is a benefit an organization can receive from outsourcing?
(p. 333)
- A. Financial savings
 - B. Increase technical abilities
 - C. Market agility
 - D. All of the above**

All of the above are benefits an organization can receive from outsourcing.

Chapter - Chapter 10 #31
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

32. Which of the following is the most common function outsourced?
(p. 331)
- A. IT**
 - B. HR
 - C. Finance
 - D. Marketing/sales

According to the figure common departments outsourced by organizations, IT is the most common function outsourced.

Chapter - Chapter 10 #32
Gradable: automatic
Learning Outcome: 10.5
Level: Medium

33. Which of the following is the primary reason why companies outsource?
(p.331)
- A. Tap outside sources of expertise
 - B. Concentrate resources on core business
 - C. Reduce headcount and related expenses
 - D. All of the above**

Refer to figure 10.21.

Chapter - Chapter 10 #33
Gradable: automatic
Learning Outcome: 10.5
Level: Medium

34. Which of the following is the most likely why companies outsource?
(p.331)
- A. Tap outside sources of expertise**
 - B. Concentrate resources on core business
 - C. Reduce headcount and related expenses
 - D. Better manage the costs of internal processes

According to the figure reasons companies outsource, tapping outside sources of expertise is the primary reason why companies outsource.

Chapter - Chapter 10 #34
Gradable: automatic
Learning Outcome: 10.5
Level: Medium

35. Which of the following is the least likely reason why companies outsource?
(p.331)
- A. Tap outside sources of expertise
 - B. Concentrate resources on core business
 - C. Reduce headcount and related expenses
 - D. Better manage the costs of internal processes**

According to the figure reasons companies outsource, better manage the costs of internal processes is the least likely reason why companies outsource.

Chapter - Chapter 10 #35
Gradable: automatic
Learning Outcome: 10.5
Level: Medium

36. Which of the following are the influential drivers affecting the growth of outsourcing markets?
(p.333)
- A. Core competencies
 - B. Rapid growth
 - C. Industry changes
 - D. All of the above**

All of the above are the influential drivers affecting the growth of outsourcing.

Chapter - Chapter 10 #36
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

37. What is the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project?
(p. 322)
- A.** Project management
 - B. Project management software
 - C. Scope
 - D. None of the above

This is the definition of project management.

Chapter - Chapter 10 #37
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

38. What specifically supports the long-term and day-to-day management and execution of the steps in a project?
(p. 338)
- A. Project management
 - B.** Project management software
 - C. Scope
 - D. None of the above

This is the definition of project management software.

Chapter - Chapter 10 #38
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

39. What are the three primary variables in any project?
(p. 321)
- A. Time, cost, expense
 - B. Time, expense, requirements
 - C.** Time, cost, scope
 - D. Time, cost, quality

Time, cost, and scope are the three project variables.

Chapter - Chapter 10 #39
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

40. What is the number one reason that IT projects fall behind schedule or fail?
(p. 322)
- A. Change in business goals during the project
 - B. Lack of support from business management
 - C.** Poor planning or poor project management
 - D. Change in technology during the project

Poor planning or poor project management is the number one reason why IT projects fall behind schedule or fail.

Chapter - Chapter 10 #40
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

41. Which of the following is a characteristic of a successful project?

(p. 322)

- A. Delivered on time
- B. Delivered within budget
- C. Meets the business's requirements
- D. All of the above**

All of the above are characteristics of successful projects.

Chapter - Chapter 10 #41
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

42. What is a project?

(p. 322)

- A. A temporary endeavor undertaken to create a unique product or service**
- B The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project
- C. Any measurable, tangible, verifiable outcome, result, or item that is produced to complete a project or part of a project
- D. Represent key dates when a certain group of activities must be performed

This is the definition of project.

Chapter - Chapter 10 #42
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

43. What are project deliverables?

(p. 322)

- A. A temporary endeavour undertaken to create a unique product or service
- B The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project
- C. Any measurable, tangible, verifiable outcome, result, or item that is produced to complete a project or part of a project**
- D. Represent key dates when a certain group of activities must be performed

This is the definition of project deliverables.

Chapter - Chapter 10 #43
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

44. Who is a project manager?

(p. 322)

- A The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project
- B. Any measurable, tangible, verifiable outcome, result, or item that is produced to complete a project or part of a project
- C. Represent key dates when a certain group of activities must be performed
- D. An individual who is an expert in project planning and management**

A project manager is an individual who is an expert in project planning and management.

Chapter - Chapter 10 #44
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

45. Which of the following does a project manager perform?
(p. 322)
- A. Defines and develops the project plan
 - B. Tracks the plan to ensure all key project milestones are completed on time
 - C. Expert in project planning and management
 - D.** All of the above

This is the definition of project manager.

Chapter - Chapter 10 #45
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

46. What are the primary activities performed by a project manager?
(p. 322)
- A. Choosing strategic projects
 - B. Setting the project scope
 - C. Managing resources and maintaining the project plan
 - D.** All of the above

All of these are the primary activities performed by a project manager.

Chapter - Chapter 10 #46
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

47. An organization must identify what it wants to do and how it is going to do it. What does the "what" part of this question focus on?
(p. 323)
- A. Justification of the project
 - B. Definition of the project
 - C. Expected results of the project
 - D.** All of the above

All of the above are part of the "what" question.

Chapter - Chapter 10 #47
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

48. An organization must identify what it wants to do and how it is going to do it. What does the "how" part of this question focus on?
(p. 323)
- A. Justification of the project
 - B. Definition of the project
 - C.** Analysis of project risks
 - D. Expected results of the project

The "how" part focuses on analysis of project risks.

Chapter - Chapter 10 #48
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

49. Which of the following is not a technique for choosing strategic projects?

- (p. 324)
- A. Categorize projects
 - B. Perform a financial analysis
 - C. Focus on organizational goals
 - D. Develop a project plan**

Develop a project plan is not part of choosing strategic projects.

Chapter - Chapter 10 #49
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

50. What is project scope?

- (p. 325)
- A. Quantifiable criteria that must be met for the project to be considered a success
 - B. Products, services, or processes that are not specifically a part of the project
 - C. Any measurable, tangible, verifiable outcome, result or item that is produced to complete a project or part of a project
 - D. Defines the work that must be completed to deliver a product with the specified features and functions**

This is the definition of project scope.

Chapter - Chapter 10 #50
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

51. What are project objectives?

- (p. 325)
- A. Quantifiable criteria that must be met for the project to be considered a success**
 - B. Products, services, or processes that are not specifically a part of the project
 - C. Any measurable, tangible, verifiable outcome, result or item that is produced to complete a project or part of a project
 - D. Defines the work that must be completed to deliver a product with the specified features and functions

This is the definition of project objectives.

Chapter - Chapter 10 #51
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

52. Which of the following is an outsourcing challenge caused by contract length?

- (p. 334)
- A. Difficulties in getting out of a contract
 - B. Problems in foreseeing future issues
 - C. Problems in reforming an internal IT department
 - D. All of the above**

All of the above are challenges associated with contract length.

Chapter - Chapter 10 #52
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

53. What do SMART criteria for successful objective creation include?
(p. 325)
- A. Specific, metrics, agreed upon, real, time valued
 - B.** Specific, measurable, agreed upon, realistic, time framed
 - C. Specific, measurable, accurate, real, time valued
 - D. Specific, metrics, agreed upon, realistic, time framed

SMART includes specific, measurable, agreed upon, realistic, and time framed.

Chapter - Chapter 10 #53
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

54. Which of the following is not a characteristic of a well-defined project plan?
(p. 325)
- A.** Prepared by the project manager
 - B. Easy to read
 - C. Appropriate to the project's size
 - D. Communicated to all key participants

The project plan should be prepared by the entire team, not just the project manager.

Chapter - Chapter 10 #54
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

55. What is the most important part of the project plan?
(p. 325)
- A. Gantt chart
 - B. Specification
 - C.** Communication
 - D. None of the above

Communicating the project plan is the most important part of the plan.

Chapter - Chapter 10 #55
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

56. What is a graphical network model that depicts a project's tasks and the relationships between those tasks?
(p. 326)
- A. Gantt chart
 - B.** PERT chart
 - C. Dependency
 - D. All of the above

This is the definition of PERT chart.

Chapter - Chapter 10 #56
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

57. What is the logical relationship that exists between the project tasks, or between a project task and a milestone?
(p. 326)
- A. Resource
 - B. Task
 - C. Dependency**
 - D. Activity

This is the definition of dependency.

Chapter - Chapter 10 #57
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

58. What is a simple bar chart that depicts project tasks against a calendar?
(p. 327)
- A. Gantt chart**
 - B. PERT chart
 - C. Dependency
 - D. All of the above

This is the definition of Gantt chart.

Chapter - Chapter 10 #58
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

59. What type of chart typically displays the critical path?
(p. 326)
- A. Gantt chart
 - B. PERT chart**
 - C. All of the above
 - D. None of the above

The PERT chart typically displays the critical path.

Chapter - Chapter 10 #59
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

60. What is the critical path?
(p. 326)
- A. The path from resource to task that passes through all critical components of a project plan
 - B. The path between tasks to the projects finish that passes through all critical components of a project plan
 - C. The path from start to finish that passes through all the tasks that are critical to completing the project in the shortest amount of time**
 - D. The path from start to finish that passes through all the tasks that are critical to completing the project in the longest amount of time

This is the definition of critical path.

Chapter - Chapter 10 #60
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

61. In a Gantt chart tasks are listed _____ and the project's timeframe is listed _____.
- (p. 327)
- A.** Vertically; horizontally
 - B. Horizontally; vertically
 - C. Vertically; Vertically
 - D. Horizontally; horizontally

In a Gantt chart tasks are listed horizontally and the project's timeframe is listed vertically.

Chapter - Chapter 10 #61
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

62. What is the outsourcing option that includes the most remote location and indirect customer control?
- (p. 332)
- A. Onshore outsourcing
 - B. Nearshore outsourcing
 - C.** Offshore outsourcing
 - D. None of the above

Offshore outsourcing offers a remote location and indirect customer control.

Chapter - Chapter 10 #62
Gradable: automatic
Learning Outcome: 10.5
Level: Medium

63. What is the outsourcing option that includes the closest location and direct customer control?
- (p. 332)
- A.** Onshore outsourcing
 - B. Nearshore outsourcing
 - C. Offshore outsourcing
 - D. None of the above

Onshore outsourcing offers the closest location and direct customer control.

Chapter - Chapter 10 #63
Gradable: automatic
Learning Outcome: 10.5
Level: Medium

64. All of the following are challenges of outsourcing, except:
- (p. 334)
- A. Contract length
 - B. Competitive edge
 - C. Confidentiality
 - D.** Multisourcing

Multisourcing is not a challenge of outsourcing, it is a future trend.

Chapter - Chapter 10 #64
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

65. What is the responsibility of a change control board?

(p. 329)

- A. Controlling the change requests
- B. Approving the change requests
- C. Rejecting the change requests
- D. All of the above**

A change control board is responsible for approving or rejecting all change requests.

Chapter - Chapter 10 #65
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

66. Which of the following is not the responsibility of a change control board?

(p. 329)

- A. Controlling the change requests
- B. Approving the change requests
- C. Rejecting the change requests
- D. Managing the projects**

A change control board is responsible for approving or rejecting all change requests.

Chapter - Chapter 10 #66
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

67. In the past, outsourcing was often used tactically, as a quick-fix, short-term solution to a particular need or problem which did not form part of an overall business strategy.

(p. 331)

TRUE

In the past, outsourcing was often used tactically, as a quick-fix, short-term solution to a particular need or problem which did not form part of an overall business strategy.

Chapter - Chapter 10 #67
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

68. Domestic information systems must support a diverse base of customers, users, products, languages, currencies, laws, and so on.

(p. 312)

FALSE

Global information systems must support a diverse base of customers, users, products, languages, currencies, laws, and so on.

Chapter - Chapter 10 #68
Gradable: automatic
Learning Outcome: 10.1
Level: Medium

69. Difference in language, culture, and technology platforms can make global data standardization quite difficult.

(p. 312)

TRUE

Difference in language, culture, and technology platforms can make global data standardization quite difficult.

Chapter - Chapter 10 #69
Gradable: automatic
Learning Outcome: 10.1
Level: Medium

70. A topology is a set of policies, procedures, standards, processes, practices, tools, techniques, and tasks that people apply to technical and management challenges.

FALSE

A methodology is a set of policies, procedures, standards, processes, practices, tools, techniques, and tasks that people apply to technical and management challenges.

Chapter - Chapter 10 #70
Gradable: automatic
Learning Outcome: 10.2
Level: Easy

71. Iterative development consists of a series of tiny projects.

TRUE

Definition

Chapter - Chapter 10 #71
Gradable: automatic
Learning Outcome: 10.2
Level: Easy

72. Scrum methodology, like other agile methods, breaks a project into tiny phases, and developers cannot continue on to the next phase until the first phase is complete.

FALSE

Extreme programming (XP) methodology, like other agile methods, breaks a project into tiny phases, and developers cannot continue on to the next phase until the first phase is complete.

Chapter - Chapter 10 #72
Gradable: automatic
Learning Outcome: 10.3
Level: Medium

73. The SDLC is different than the waterfall and agile methodologies not in terms of the type of work that is done, but rather who is control and does most of the design work.

FALSE

The participatory design (PD) methodology is different than the waterfall and agile methodologies not in terms of the type of work that is done, but rather who is control and does most of the design work.

Chapter - Chapter 10 #73
Gradable: automatic
Learning Outcome: 10.3
Level: Medium

74. A project charter is a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

TRUE

A project charter is a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

Chapter - Chapter 10 #74
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

75. Managing people is one of the hardest and most critical efforts a project manager undertakes.
(p. 328) **TRUE**

Managing people is one of the hardest and most critical efforts a project manager undertakes.

Chapter - Chapter 10 #75
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

76. An unimportant aspect of a project management communications plan is to provide a method for continually obtaining and monitoring feedback from and for all stakeholders.
(p. 328) **FALSE**

Another important aspect of a project management communications plan is to provide a method for continually obtaining and monitoring feedback from and for all stakeholders.

Chapter - Chapter 10 #76
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

77. Testing is the fourth phase in the SDLC.
(p. 313) **FALSE**

Testing is the fifth phase in the SDLC.

Chapter - Chapter 10 #77
Gradable: automatic
Learning Outcome: 10.2
Level: Easy

78. The assess project feasibility activity typically occurs during the analysis phase.
(p. 313) **FALSE**

The assess project feasibility activity typically occurs during the planning phase.

Chapter - Chapter 10 #78
Gradable: automatic
Learning Outcome: 10.2
Level: Medium

79. Designing the IT infrastructure typically occurs during the design phase.
(p. 313) **TRUE**

Designing the IT infrastructure typically occurs during the design phase.

Chapter - Chapter 10 #79
Gradable: automatic
Learning Outcome: 10.2
Level: Easy

80. Provide training for the system users typically occurs during the testing phase.
(p. 313) **FALSE**

Provide training for the system users typically occurs during the implementation phase.

Chapter - Chapter 10 #80
Gradable: automatic
Learning Outcome: 10.2
Level: Easy

81. (p. 314) The traditional waterfall methodology is a sequential, activity-based process in which each phase in the SDLC is performed sequentially from planning through implementation and maintenance.
TRUE

The traditional waterfall methodology is a sequential, activity-based process in which each phase in the SDLC is performed sequentially from planning through implementation and maintenance.

Chapter - Chapter 10 #81
Gradable: automatic
Learning Outcome: 10.3
Level: Easy

82. (p. 316) A prototype is a smaller-scale representation or working model of the users' requirements or a proposed design for an information system.
TRUE

A prototype is a smaller-scale representation or working model of the users' requirements or a proposed design for an information system.

Chapter - Chapter 10 #82
Gradable: automatic
Learning Outcome: 10.3
Level: Easy

83. (p. 331) Outsourcing is a common approach using the professional expertise within an organization to develop and maintain the organization's information technology systems.
FALSE

Insourcing is a common approach that uses the professional expertise within an organization to develop and maintain the organization's information technology systems.

Chapter - Chapter 10 #83
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

84. (p. 331) Insourcing is an arrangement by which one organization provides a service or services for another organization that chooses not to perform them in-house.
FALSE

Outsourcing is an arrangement by which one organization provides a service or services for another organization that chooses not to perform them in-house.

Chapter - Chapter 10 #84
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

85. (p. 332) Offshore outsourcing is using organizations from developing countries to write code and develop systems.
TRUE

Offshore outsourcing is using organizations from developing countries to write code and develop systems.

Chapter - Chapter 10 #85
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

86. Human resources is the most common outsourced function.

(p. 331) **FALSE**

IT is the most common outsourced function.

Chapter - Chapter 10 #86
Gradable: automatic
Learning Outcome: 10.5
Level: Medium

87. Project milestones are any measurable, tangible, verifiable outcome, result, or item that is produced to complete a project or part of a project.

(p. 322)

FALSE

Project deliverables are any measurable, tangible, verifiable outcome, result, or item that is produced to complete a project or part of a project.

Chapter - Chapter 10 #87
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

88. Project deliverables represent key dates when a certain group of activities must be performed.

(p. 322)

FALSE

Project milestones represent key dates when a certain group of activities must be performed.

Chapter - Chapter 10 #88
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

89. Project products are quantifiable criteria that must be met for the project to be considered a success.

(p. 325)

FALSE

Project objectives are quantifiable criteria that must be met for the project to be considered a success.

Chapter - Chapter 10 #89
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

90. A kill switch is a trigger that enables a project manager to close the project prior to completion.

(p. 325)

TRUE

This is the definition of kill switch.

Chapter - Chapter 10 #90
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

91. A change control board is responsible for approving or rejecting all change requests.

(p. 329)

TRUE

The CCB's composition typically includes a representative from each business area that has a stake in the project.

Chapter - Chapter 10 #91
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

92. A change control board is responsible for managing the project.

(p. 329) **FALSE**

A change control board is responsible for approving or rejecting all change requests.

Chapter - Chapter 10 #92
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

93. Contract length, competitive edge, _____, and scope definition are the four primary challenges for outsourcing.

(p. 334)

Confidentiality

Chapter - Chapter 10 #93
Gradable: automatic
Learning Outcome: 10.5
Level: Medium

94. _____ systems must support a diverse base of customers, users, products, languages, currencies, laws, and so on.

(p. 312)

Global information

Chapter - Chapter 10 #94
Gradable: automatic
Learning Outcome: 10.1
Level: Medium

95. Difference in language, culture, and technology platforms can make global data standardization quite _____.

(p. 312)

difficult

Chapter - Chapter 10 #95
Gradable: automatic
Learning Outcome: 10.1
Level: Medium

96. A _____ is a set of policies, procedures, standards, processes, practices, tools, techniques, and tasks that people apply to technical and management challenges.

(p. 313)

methodology

Chapter - Chapter 10 #96
Gradable: automatic
Learning Outcome: 10.2
Level: Medium

97. _____ development consists of a series of tiny projects.

(p. 316)

Iterative development

Chapter - Chapter 10 #97
Gradable: automatic
Learning Outcome: 10.2
Level: Medium

98. Another agile methodology, _____ uses small teams to produce small pieces of deliverable software using sprints, or 30-day intervals, to achieve an appointed goal.

(p. 317)

Scrum methodology

Chapter - Chapter 10 #98
Gradable: automatic
Learning Outcome: 10.3
Level: Medium

99. The _____ is different than the waterfall and agile methodologies not in terms of the type of work that is done, but rather who is control and does most of the design work.

(p. 318)

participatory design (PD) methodology

Chapter - Chapter 10 #99
Gradable: automatic
Learning Outcome: 10.3
Level: Medium

100. A _____ is a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.
Project charter
- Chapter - Chapter 10 #100
Gradable: automatic
Learning Outcome: 10.4
Level: Medium*
101. Managing people is one of the hardest and most critical efforts a _____ manager undertakes.
project
- Chapter - Chapter 10 #101
Gradable: automatic
Learning Outcome: 10.4
Level: Medium*
102. An important aspect of a project management communications plan is to provide a method for continually obtaining and monitoring feedback from and for all _____.
stakeholders
- Chapter - Chapter 10 #102
Gradable: automatic
Learning Outcome: 10.4
Level: Medium*
103. The systems development life cycle is the overall process for developing information systems from planning and analysis through _____ and maintenance.
Implementation
- Chapter - Chapter 10 #103
Gradable: automatic
Learning Outcome: 10.2
Level: Easy*
104. The _____ phase involves establishing a high-level plan of the intended project and determining project goals.
Planning
- Chapter - Chapter 10 #104
Gradable: automatic
Learning Outcome: 10.2
Level: Easy*
105. _____ creep occurs when the scope of the project increases.
Scope
- Chapter - Chapter 10 #105
Gradable: automatic
Learning Outcome: 10.3
Level: Easy*
106. _____ creep occurs when developers add extra features that were not part of the initial requirements.
Feature
- Chapter - Chapter 10 #106
Gradable: automatic
Learning Outcome: 10.3
Level: Easy*
107. Failure to manage _____ scope is one of the primary reasons for project failure.
Project
- Chapter - Chapter 10 #107
Gradable: automatic
Learning Outcome: 10.3
Level: Easy*
108. _____ revenues are a business-related consequence of successful software.
Increased
- Chapter - Chapter 10 #108
Gradable: automatic
Learning Outcome: 10.1
Level: Easy*

109. The _____ phase involves placing the system into production so users can begin to perform actual business operations with the system.

(p. 313)

Implementation

Chapter - Chapter 10 #109
Gradable: automatic
Learning Outcome: 10.2
Level: Easy

110. The _____ methodology is a sequential, activity-based process in which each phase in the SDLC is performed sequentially from planning through implementation and maintenance.

(p. 314)

Waterfall

Chapter - Chapter 10 #110
Gradable: automatic
Learning Outcome: 10.3
Level: Easy

111. The rapid application development methodology emphasizes extensive user involvement in the rapid and evolutionary construction of working _____ of a system to accelerate the systems development process.

(p. 316)

Prototypes

Chapter - Chapter 10 #111
Gradable: automatic
Learning Outcome: 10.3
Level: Medium

112. The _____ methodology aims for customer satisfaction through early and continuous delivery of useful software components.

(p. 317)

Agile

Chapter - Chapter 10 #112
Gradable: automatic
Learning Outcome: 10.3
Level: Easy

113. _____ is a common approach using the professional expertise within an organization to develop and maintain the organization's information technology systems.

(p. 331)

Inourcing

Chapter - Chapter 10 #113
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

114. _____ is an arrangement by which one organization provides a service or services for another organization that chooses not to perform them in-house.

(p. 331)

Outsourcing

Chapter - Chapter 10 #114
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

115. Business _____ outsourcing is the contracting of a specific business task, such as payroll, to a third-party service provider.

(p. 331)

Process

Chapter - Chapter 10 #115
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

116. _____ outsourcing is using organizations from developing countries to write code and develop systems.

(p. 332)

Offshore

Chapter - Chapter 10 #116
Gradable: automatic
Learning Outcome: 10.5
Level: Easy

117. _____ management is the application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project.

Project

Chapter - Chapter 10 #117
Gradable: automatic
Learning Outcome: 10.3
Level: Easy

118. Project management software specifically supports the long-term and day-to-day management and execution of the steps in a _____.

Project

Chapter - Chapter 10 #118
Gradable: automatic
Learning Outcome: 10.4
Level: Medium

119. Time, cost, and _____ are the three primary variables in any project.

Scope

Chapter - Chapter 10 #119
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

120. A(n) _____ is a temporary endeavour undertaken to create a unique product or service.

Project

Chapter - Chapter 10 #120
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

121. Project _____ are any measurable, tangible, verifiable outcome, result, or item that is produced to complete a project or part of a project.

Deliverables

Chapter - Chapter 10 #121
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

122. Project _____ represent key dates when a certain group of activities must be performed.

Milestones

Chapter - Chapter 10 #122
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

123. Project _____ defines the work that must be completed to deliver a product with the specified features and functions.

Scope

Chapter - Chapter 10 #123
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

124. A _____ is a trigger that enables a project manager to close the project prior to completion.

kill switch

Chapter - Chapter 10 #124
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

125. Project _____ are quantifiable criteria that must be met for the project to be considered a success.

Objectives

Chapter - Chapter 10 #125
Gradable: automatic
Learning Outcome: 10.4
Level: Easy

126. _____ outsourcing refers to contracting an outsourcing arrangement with a company in a nearby country.
(p. 332) **Nearshore**
- Chapter - Chapter 10 #126
Gradable: automatic
Learning Outcome: 10.5
Level: Easy*
127. The R in the SMART criteria for successful objective creation stands for _____.
(p. 325) **Realistic**
- Chapter - Chapter 10 #127
Gradable: automatic
Learning Outcome: 10.4
Level: Easy*
128. Project _____ is a formal, approved document that manages and controls project execution.
(p. 325) **Plan**
- Chapter - Chapter 10 #128
Gradable: automatic
Learning Outcome: 10.4
Level: Easy*
129. _____ chart is a graphical network model that depicts a project's tasks and the relationships between those tasks.
(p. 326) **PERT**
- Chapter - Chapter 10 #129
Gradable: automatic
Learning Outcome: 10.4
Level: Easy*
130. _____ chart is a simple bar chart that depicts project tasks against a calendar.
(p. 327) **Gantt**
- Chapter - Chapter 10 #130
Gradable: automatic
Learning Outcome: 10.4
Level: Easy*
131. A(n) _____ is a logical relationship that exists between the project tasks, or between a project task and a milestone.
(p. 326) **Dependency**
- Chapter - Chapter 10 #131
Gradable: automatic
Learning Outcome: 10.4
Level: Easy*
132. A change control board is responsible for approving or _____ all change requests.
(p. 329) **Rejecting**
- Chapter - Chapter 10 #132
Gradable: automatic
Learning Outcome: 10.4
Level: Medium*
133. Businesses typically outsource their _____ business functions, such as payroll and IT.
(p. 331) **Noncore**
- Chapter - Chapter 10 #133
Gradable: automatic
Learning Outcome: 10.5
Level: Easy*

134. Discuss the several strategies organizations can use to solve some of the problems that arise in global information systems development.
(p. 311-312)

First is transforming and customizing an information system used by the home office into a global application. This ensures the system uses the established business processes and supports the primary needs of the end users. Second, is setting up a multinational development team with key people from several subsidiaries to ensure that the system design meets the needs of all local sites as well as corporate headquarters. Third, an organization could use centers of excellence where an entire system might be assigned for development to a particular subsidiary based on its expertise in the business or technical dimensions needed for successful development. A final approach that has rapidly become a major development option is to outsource the development work to global or offshore development countries that have the required skills and experience to build global information systems. All of these approaches require development team collaboration and managerial oversight to meet the global needs of the business.

*Chapter - Chapter 10 #134
Gradable: manual
Learning Outcome: 10.1
Level: Medium*

135. Explain change management and how an organization can prepare for change.
(p. 328-329)

Change management is a set of techniques that aid in evolution, composition, and policy management of the design and implementation of a system. An organization can prepare for change by implementing change management systems and a change control board. Change management systems are a collection of procedures to document a change request and define the steps necessary to consider the change based on the expected impact of the change. A change control board (CCB) is responsible for approving or rejecting all change requests.

*Chapter - Chapter 10 #135
Gradable: manual
Learning Outcome: 10.4
Level: Easy*

136. List and describe each phase in the systems development life cycle.
(p. 312-313)

Planning phase-involves establishing a high-level plan of the intended project and determining project goals. Analysis phase-involves analyzing end-user business requirements and refining project goals into defined functions and operations of the intended system. Design phase-involves describing the desired features and operations of the system including screen layouts, business rules, process diagrams, pseudo code, and other documentation. Development phase-involves taking all of the detailed design documents from the design phase and transforming them into the actual system. Testing phase-involves bringing all the project pieces together into a special testing environment to test for errors, bugs, and interoperability, in order to verify that the system meets all the business requirements defined in the analysis phase. Implementation phase-involves placing the system into production so users can begin to perform actual business operations with the system. Maintenance phase-involves performing changes, corrections, additions, and upgrades to ensure the system continues to meet the business goals.

*Chapter - Chapter 10 #136
Gradable: manual
Learning Outcome: 10.2
Level: Easy*

137. Summarize the activities associated with the design, development, and testing phases in the SDLC.
(p. 312-313)

Primary design activities include (1) Design the IT infrastructure, (2) Design system models. Primary development activities include (1) Develop the IT infrastructure. (2) Develop the database and programs. Primary testing activities include (1) Write the test conditions. (2) Perform the system testing.

*Chapter - Chapter 10 #137
Gradable: manual
Learning Outcome: 10.2
Level: Easy*

138. Identify the business benefits associated with successful software development.
(p. 311-312)

The benefits associated with successful software development include increase in revenues, repair to brand reputation, prevent liabilities, and increase in productivity

*Chapter - Chapter 10 #138
Gradable: manual
Learning Outcome: 10.2
Level: Easy*

139. Describe the seven phases of the systems development life cycle.
(p. 312-313)

The seven phases in the SDLC include the planning phase, which involves establishing a high-level plan of the intended project and determining project goals. The analysis phase, which involves analyzing end-user business requirements and refining project goals into defined functions and operations of the intended system. The design phase which involves describing the desired features and operations of the system including screen layouts, business rules, process diagrams, pseudo code, and other documentation. The development phase which involves taking all of the detailed design documents from the design phase and transforming them into the actual system. The testing phase which involves bringing all the project pieces together into a special testing environment to test for errors, bugs, and interoperability and verify that the system meets all of the business requirements defined in the analysis phase. The implementation phase which involves placing the system into production so users can begin to perform actual business operations with the system. The maintenance phase which involves performing changes, corrections, additions, and upgrades to ensure the system continues to meet the business goals.

*Chapter - Chapter 10 #139
Gradable: manual
Learning Outcome: 10.2
Level: Easy*

140. Summarize the different software development methodologies.
(p. 313-319)

There are a number of different software development methodologies. The waterfall methodology is a sequential, activity-based process in which each phase in the SDLC is performed sequentially from planning through implementation and maintenance. The rapid application development methodology (RAD) emphasizes extensive user involvement in the rapid and evolutionary construction of working prototypes of a system to accelerate the systems development process. The extreme programming (XP) methodology breaks a project into tiny phases, and developers cannot continue on to the next phase until the first phase is complete. The agile methodology is a form of XP, aims for customer satisfaction through early and continuous delivery of useful software components.

*Chapter - Chapter 10 #140
Gradable: manual
Learning Outcome: 10.3
Level: Easy*

141. Define the relationship between the systems development life cycle and software development methodologies.
(p. 313-319)

All software development methodologies use the systems development life cycle, however, the way that they use it differs. For example, all projects must have planning and testing phases, however one project might use the waterfall approach and have the planning occur at the beginning of the project and the testing occur at the end. Another project might use the XP method and have small planning and testing phases occurring all the time.

*Chapter - Chapter 10 #141
Gradable: manual
Learning Outcome: 10.2
Learning Outcome: 10.3
Level: Easy*

142. Compare the waterfall methodology and the agile methodology.
(p. 314-319)

The waterfall methodology is a sequential, activity-based process in which each phase in the SDLC is performed sequentially from planning through implementation and maintenance. The agile methodology is a form of XP, aims for customer satisfaction through early and continuous delivery of useful software components. These are two opposite ends of the spectrum in terms of systems development methodologies. The primary difference between the waterfall and XP methodologies is that XP divides its phases into iterations with user feedback.

*Chapter - Chapter 10 #142
Gradable: manual
Learning Outcome: 10.3
Level: Easy*

143. Explain the business benefits of outsourcing.
(p. 322)

Increased quality and efficiency, reduced operating expenses, outsourcing non-core processes allows businesses to focus on their core competencies, reduced exposure to risk, access to outsourcing service providers economies of scale and expertise and best-in-class practices, access to advanced technologies, increased flexibility, avoid costly outlay of capital funds, reduced headcount and associated overhead expense, reduced frustrations and expense related to hiring and retaining employees in an exceptionally tight job market, reduced time to market for products or services

*Chapter - Chapter 10 #143
Gradable: manual
Learning Outcome: 10.5
Level: Easy*

144. Identify the three primary outsourcing options.
(p. 332)

Onshore outsourcing is engaging another company within the same country for services. Nearshore outsourcing is contracting an outsourcing arrangement with a company in a nearby country. Offshore outsourcing is using organizations from developing countries to write code and develop systems.

*Chapter - Chapter 10 #144
Gradable: manual
Learning Outcome: 10.5
Level: Easy*

145. Describe the benefits and challenges of outsourcing.

(p. 332-334)

Competitive edge-effective and innovative use of IT can be lost when using an outsourcing service provider. Confidentiality-confidential information might be breached by an outsourcing service provider, especially one that provides services to competitors. Scope definition-scope creep is a common problem with outsourcing agreements. Contract length-most outsourcing contracts span several years and cause the issues discussed above. Contract length has three main issues (1) difficulties in getting out of a contract, (2) problems in foreseeing future needs, (3) problems in reforming an internal IT department after the contract is finished.

Chapter - Chapter 10 #145
Gradable: manual
Learning Outcome: 10.5
Level: Medium

146. Describe the four primary activities performed by a project manager.

(p. 322-323)

The four primary activities performed by a project manager include choosing strategic projects, understanding project planning, and managing projects and Outsourcing projects.

Chapter - Chapter 10 #146
Gradable: manual
Learning Outcome: 10.4
Level: Easy

147. What is a project charter and what does it include?

(p. 325)

A **project charter** is a document issued by the project initiator or sponsor that formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.

A project charter typically includes several elements.

- (a) **Project scope** which defines the work that must be completed to deliver a product with the specified features and functions. A project scope statement describes the business need, justification, requirements, and current boundaries for the project. The business need can be characterized by the problem that will be satisfied by the results of the project.
- (b) **Project objectives** which are quantifiable criteria that must be met for the project to be considered a success.
- (c) **Project constraints** which are specific factors that can limit options. They include: budget, delivery dates, available skilled resources, and organizational policies.
- (d) **Project assumptions** which are factors that are considered to be true, real, or certain without proof or demonstration. Examples include hours in a work week or time of year the work will be performed.

Chapter - Chapter 10 #147
Gradable: manual
Learning Outcome: 10.4
Level: Medium

10 Summary

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