

1) Information technology project management (ITPM) is the collection of techniques and methods that project managers use to plan, coordinate, and complete IT projects.

- a. True
- b. False

Answer: a

Diff: 1

Type: TF

Page Reference: 308

Topic: Q2

Skill: RECALL

2) Business managers are most involved in SDLC during Phase 1 and Phase 2.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Page Reference: 313

Topic: Q5

Skill: APPLIED

3) Systems development is primarily a technical task for programmers and hardware designers.

- a. True
- b. False

Answer: b

Diff: 2

Type: TF

Page Reference: 313

Topic: Q5

Skill: RECALL

4) In most cases, companies will purchase and customize off-the-shelf information systems.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Page Reference: 306

Topic: Q1

Skill: RECALL

5) Studies indicate that information systems projects are often delivered late, over budget and do not fulfill all requirements.

a. True

b. False

Answer: a

Diff: 2

Type: TF

Page Reference: 311

Topic: Q4

Skill: RECALL

6) SDLC is described as a waterfall method, which makes the whole process relatively easy to go back and change a phase once you have begun the next phase.

a. True

b. False

Answer: b

Diff: 3

Type: TF

Page Reference: 320

Topic: Q6

Skill: RECALL

7) Software developers are usually good at planning for vacations, sick days, and other things needed for the project besides writing software.

a. True

b. False

Answer: b

Diff: 2

Type: TF

Page Reference: 328

Topic: Q7

Skill: RECALL

8) Some systems are so tightly integrated that they cannot be installed in phases.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Page Reference: 318

Topic: Q6

Skill: RECALL

9) Systems development is exclusively a technical task undertaken by programmers.

- a. True
- b. False

Answer: b

Diff: 1

Type: TF

Page Reference: 314

Topic: Q5

Skill: RECALL

10) The IT industry has over 50 years of experience acquiring and developing information systems, and over those years, methodologies have emerged that successfully deal with systems development.

- a. True
- b. False

Answer: a

Diff: 1

Type: TF

Page Reference: 313

Topic: Q5

Skill: RECALL

11) Many development methods exist, including rapid application development (RAD), object-oriented systems development (OOD), and extreme programming (XP).

- a. True
- b. False

Answer: a

Diff: 1

Type: TF

Page Reference: 313

Topic: Q5

Skill: RECALL

12) The IT industry developed the SDLC in the school of hard knocks.

- a. True
- b. False

Answer: a

Diff: 1

Type: TF

Page Reference: 310

Topic: Q5

Skill: RECALL

13) Feasibility has four dimensions: cost, schedule, technical, and organizational.

- a. True
- b. False

Answer: a

Diff: 1

Type: TF

Page Reference: 314

Topic: Q5

Skill: RECALL

14) Commercial-off-the-shelf (COTS) software will never fit organizational requirements exactly.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Page Reference: 314

Topic: Q6

Skill: RECALL

15) A test plan consists of sequences of actions that users will take when using the new system.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Page Reference: 318

Topic: Q6

Skill: RECALL

16) “*Buy it and customize it*” is the most common method for acquiring software applications.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Page Reference: 304

Topic: Q1

Skill: RECALL

17) Acquiring software is the same as acquiring information systems.

- a. True
- b. False

Answer: b

Diff: 1

Type: TF

Page Reference: 307

Topic: Q1

Skill: RECALL

18) A project is a temporary endeavour undertaken to create a unique product, service, or result.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Page Reference: 307

Topic: Q2

Skill: RECALL

19) Organizations are looking for business professionals who have knowledge, skills, and personal qualities that will allow them to lead and support the effective and competitive use of information systems.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Page Reference: 308

Topic: Q2

Skill: RECALL

20) Most findings state that the success rate of IT projects is 80%.

- a. True
- b. False

Answer: b

Diff: 1

Type: TF

Page Reference: 309

Topic: Q4

Skill: RECALL

21) PMBOK was developed by the Project Management Institute.

- a. True
- b. False

Answer: a

Diff: 1

Type: TF

Page Reference: 307

Topic: Q2

Skill: RECALL

22) The SDLC can be described as a 5-phase process.

- a. True
- b. False

Answer: a

Diff: 1

Type: TF

Page Reference: 312

Topic: Q5

Skill: RECALL

23) Waterfall methods involve a sequence of non-repetitive tasks.

- a. True
- b. False

Answer: a

Diff: 3

Type: TF

Page Reference: 320

Topic: Q6

Skill: RECALL

24) In an ASP agreement, an organization contracts a vendor to rent applications on a fee for service basis.

- a. True
- b. False

Answer: a

Diff: 2

Type: TF

Page Reference: 321

Topic: Q7

Skill: RECALL

25) The \_\_\_\_\_ approach is the classic process used to develop information systems.

- a. extreme programming (XP)
- b. object-oriented systems development (OOD)
- c. rapid application development (RAD)
- d. systems development life cycle (SDLC)
- e. agile programming (AP)

Answer: d

Diff: 1

Type: MC

Page Reference: 312

Topic: Q4

Skill: RECALL

26) The five phases of the SDLC approach after the initial system definition phase are

- a. requirements analysis, system definition, component design, implementation, and conversion.
- b. requirements analysis, implementation, design, and system upgrade.
- c. requirements analysis, system definition, component design, implementation, and system maintenance.
- d. requirements analysis, system definition, implementation, design and training.
- e. requirements analysis, system definition, implementation, component design, and training.

Answer: c

Diff: 2

Type: MC

Page Reference: 312

Topic: Q5

Skill: RECALL

27) The first step of the system definition stage of the SDLC is to



- a. talk to users about requirements.
- b. assess feasibility.
- c. identify team members.
- d. determine the schedule and budget for the project.
- e. define the goals and scope of the new system.

Answer: e

Diff: 2

Type: MC

Page Reference: 313

Topic: Q5

Skill: RECALL

28) \_\_\_\_\_ refers to whether existing information technology is likely to be able to meet the needs of the new system.

- a. Cost feasibility
- b. Technical feasibility
- c. People feasibility
- d. Organizational feasibility
- e. Schedule feasibility

Answer: b

Diff: 1

Type: MC

Page Reference: 312

Topic: Q5

Skill: RECALL

29) To determine if the proposed information system is justified economically, organizations must assess the

- a. technical feasibility.
- b. acceptance feasibility.
- c. schedule feasibility.
- d. cost feasibility.
- e. organizational feasibility.

Answer: d

Diff: 2

Type: MC

Page Reference: 314

Topic: Q5

Skill: RECALL

30) \_\_\_\_\_ concerns whether the new information system will fit with the organization's culture, charter, or legal requirements.

- a. Technical feasibility
- b. Schedule feasibility
- c. Organizational feasibility
- d. People feasibility
- e. Cost feasibility

Answer: c

Diff: 1

Type: MC

Page Reference: 314

Topic: Q5

Skill: RECALL

31) If the proposed information system violated antitrust laws, this should be discovered in the \_\_\_\_\_ study of the system definition phase.

- a. technical feasibility
- b. regulatory feasibility
- c. schedule feasibility
- d. organizational feasibility
- e. cost feasibility

Answer: d

Diff: 2

Type: MC

Page Reference: 314

Topic: Q5

Skill: APPLIED

32) The primary purpose of the \_\_\_\_\_ phase of the SDLC approach is to manage the scope of the IT project.

- a. system definition
- b. component design
- c. implementation
- d. system maintenance
- e. requirements analysis

Answer: e

Diff: 2

Type: MC

Page Reference: 314

Topic: Q5

Skill: RECALL

33) Alternative system designs are evaluated against the system requirements in the \_\_\_\_\_ phase of the SDLC approach.

- a. requirements analysis
- b. system maintenance
- c. component design
- d. implementation
- e. system definition

Answer: c

Diff: 2

Type: MC

Page Reference: 314

Topic: Q6

Skill: RECALL

34) The initial system definition phase is followed by the \_\_\_\_\_ phase of the SDLC approach.

- a. implementation
- b. component design
- c. system definition

- d. requirements analysis
- e. system maintenance

Answer: d

Diff: 2

Type: MC

Page Reference: 312

Topic: Q5

Skill: RECALL

35) The set of approved user requirements is the main input into the \_\_\_\_\_ phase of the SDLC approach.

- a. component design
- b. system definition
- c. requirements analysis
- d. implementation
- e. system maintenance

Answer: a

Diff: 2

Type: MC

Page Reference: 312

Topic: Q5

Skill: RECALL

36) Teams of systems analysts and users determine the job descriptions and functions of people who will use the new system in the \_\_\_\_\_ phase of the SDLC.

- a. component design
- b. system definition
- c. requirements analysis
- d. implementation
- e. system maintenance

Answer: a

Diff: 2

Type: MC

Page Reference: 317

Topic: Q6

Skill: RECALL

37) In a \_\_\_\_\_ installation, the new system runs alongside the old one until it has been tested and is fully operational.

- a. phased
- b. pilot
- c. plunge
- d. big-bang
- e. parallel

Answer: e

Diff: 2

Type: MC

Page Reference: 318

Topic: Q6

Skill: RECALL

38) A \_\_\_\_\_ installation is the riskiest because the old system is turned off and the new system is turned on.

- a. big-bang
- b. phased
- c. plunge
- d. pilot
- e. parallel

Answer: c

Diff: 2

Type: MC

Page Reference: 319

Topic: Q6

Skill: RECALL

39) The last stage of testing is the \_\_\_\_\_ test, where future system users try out the new system.

- a. acceptance
- b. beta
- c. technical
- d. PQA
- e. gamma

Answer: b

Diff: 2

Type: MC

Page Reference: 318

Topic: Q6

Skill: RECALL

40) If a company installs and tests only a portion of the new system, then repeatedly installs and tests portions of the new system until it is complete, this known as a \_\_\_\_\_ conversion.

- a. phased
- b. plunge
- c. parallel
- d. big-bang
- e. pilot

Answer: a

Diff: 2

Type: MC

Page Reference: 318

Topic: Q6

Skill: RECALL

41) During the maintenance phase, IS personnel may create

- a. service packs, new releases and patches.
- b. plans for database design and related structures.
- c. component design outlines.
- d. ways to motivate employees.
- e. cost and schedule feasibility studies.

Answer: a

Diff: 2

Type: MC

Page Reference: 319

Topic: Q6

Skill: RECALL

42) The approach to system conversion whereby a new system that is to be used in more than one business is first implemented in a single unit so that it may be tested and debugged before implementing it in the other business units is called

- a. plunge.
- b. pilot.
- c. phased.
- d. parallel.
- e. big-bang.

Answer: b

Diff: 2

Type: MC

Page Reference: 318

Topic: Q6

Skill: RECALL

43) Which of the following is the main activity of the maintenance phase of the SDLC?

- a. Programming interfaces
- b. Obtaining requirements
- c. Installing hardware
- d. Fixing problems or adapting to changes
- e. Training

Answer: d

Diff: 2

Type: MC

Page Reference: 319

Topic: Q6

Skill: RECALL

44) Software vendors often bundle large bunches of fixes for low priority problems into groups called

- a. technical fixes.
- b. enterprise packs.
- c. patches.
- d. service patches.
- e. service packs.

Answer: e

Diff: 2

Type: MC

Page Reference: 320

Topic: Q6

Skill: RECALL

45) Wallace and Keil identified \_\_\_\_\_ risks inherent in IT projects.

- a. 41
- b. 52
- c. 25
- d. 5
- e. 21

Answer: b

Diff: 2

Type: MC

Page Reference: 310

Topic: Q4

Skill: RECALL

46) The single most important criterion for information systems success is

- a. to ensure that the system definition phase is done correctly.
- b. to avoid waterfall situations.
- c. for users to take ownership of their systems.
- d. to make sure the system is feasible.
- e. identify the capabilities of the off-the-shelf- software.



Answer: c

Diff: 2

Type: MC

Page Reference: 311

Topic: Q5

Skill: RECALL

47) The main problem of the SDLC approach to systems development is the \_\_\_\_\_ nature of the process. This refers to the fact that each phase is meant to be completed and not repeated as the project moves on to the next phase.

- a. drawn out
- b. complex
- c. continuous
- d. waterfall
- e. stop-and-start

Answer: d

Diff: 3

Type: MC

Page Reference: 318

Topic: Q6

Skill: RECALL

48) If the requirements analysis process becomes very long and drawn-out that the requirements document is obsolete and too complex, this can lead to the problem of

- a. unclear specifications.
- b. analysis paralysis.
- c. poor documentation.
- d. schedule conflict.
- e. lost updates.

Answer: b

Diff: 2

Type: MC

Page Reference: 318

Topic: Q6

Skill: RECALL

- 49) Precise estimate costs for IT projects are difficult to develop because
- a. rapid application development (RAD) changes part way through the project.
  - b. management thinks it is a negotiation between the business and IT.
  - c. programmers look to increase earnings during the process.
  - d. technology is continually changing.
  - e. agile programming is not a fully developed system.

Answer: d

Diff: 2

Type: MC

Page Reference: 311

Topic: Q4

Skill: RECALL

- 50) System conversion methods include
- a. plunge, parallel, open, phased'
  - b. parallel, open, phased, pilot.
  - c. Synchronized, plunge, pilot, parallel.
  - d. open, synchronized, phased, pilot.
  - e. parallel, pilot, plunge, phased.

Answer: e

Diff: 2

Type: MC

Page Reference: 318

Topic: Q6

Skill: RECALL

- 51) Senior management often justifies reducing the time schedules for system projects by
- a. saying that they want to reduce the budget.
  - b. saying that the tighter schedules make workers work more efficiently.
  - c. saying that they want to look good to their bosses.
  - d. saying that the workers lack proper motivation.

e. saying that angry employees work better.

Answer: b

Diff: 3

Type: MC

Page Reference: 326

Topic: Q7

Skill: RECALL

52) \_\_\_\_\_ and business analysts are active throughout the systems development process and play a key role in moving the project through the systems development process.

a. Systems analysts

b. Programmers

c. Developers

d. CIO

e. Mangers

Answer: a

Diff: 2

Type: MC

Page Reference: 312

Topic: Q5

Skill: RECALL

53) Application service providers are companies that

a. perform hardware updates.

b. do employee background checks.

c. give legal advice.

d. provide programmers for in-house development.

e. rent software to organizations.

Answer: e

Diff: 2

Type: MC

Page Reference: 321

Topic: Q7

Skill: RECALL

54) System development is a process for creating and \_\_\_\_\_ information systems.

- a. maintaining
- b. upgrading
- c. proposing
- d. programming
- e. brainstorming

Answer: a

Diff: 2

Type: MC

Page Reference: 312

Topic: Q5

Skill: RECALL

55) The first risk associated with outsourcing IT projects is

- a. loss of control.
- b. increased quality.
- c. non-existent.
- d. increased costs.
- e. shorter delivery time.

Answer: a

Diff: 2

Type: MC

Page Reference: 321

Topic: Q7

Skill: RECALL

56) Outsourcing IT services may lead to problems with

- a. vendor companies increasing prices and/or vendor mismanagement.
- b. determining a project budget.
- c. managing changes in technology.
- d. determining requirements.

e. plunge installation.

Answer: a

Diff: 2

Type: MC

Page Reference: 321

Topic: Q6

Skill: RECALL

57) Application Service Providers \_\_\_\_\_ software applications to other companies.

- a. rent
- b. outsource
- c. write outsource
- d. give
- e. award

Answer: a

Diff: 2

Type: MC

Page Reference: 323

Topic: Q7

Skill: RECALL

58) Acquiring software is

- a. a highly involved process.
- b. the same as acquiring new information systems.
- c. not the same as acquiring new information systems.
- d. a difficult process.
- e. accomplished by the outsourcing group.

Answer: c

Diff: 3

Type: MC

Page Reference: 307

Topic: Q1

Skill: RECALL

59) Projects often begin with

- a. resources.
- b. a schedule.
- c. a set of goals or objectives.
- d. a sponsor.
- e. a project manager.

Answer: c

Diff: 2

Type: MC

Page Reference: 308

Topic: Q2

Skill: RECALL

60) Information technology project management is a

- a. certification process to create a unique product, service, or result.
- b. collection of techniques and methods to plan, coordinate, and complete IT projects.
- c. project management knowledge bank.
- d. series of rules that regulate IT projects.
- e. set of best practices from managing technology IT projects.

Answer: b

Diff: 2

Type: MC

Page Reference: 306

Topic: Q2

Skill: RECALL

61) Information Technology Project Management skills are central to the skills needed by organizations to \_\_\_\_\_ (to) an increasingly complex business environment.

- a. keep up
- b. manage
- c. adapt
- d. remain competitive in

e. forge ahead in

Answer: c

Diff: 3

Type: MC

Page Reference: 309

Topic: Q2

Skill: RECALL

62) Organizations that understand the \_\_\_\_\_ before acquiring new applications are more likely to be successful in integrating software compared to organizations that think software equals systems.

a. data

b. risks

c. costs

d. business strategy

e. threats

Answer: c

Diff: 2

Type: MC

Page Reference: 305

Topic: Q1

Skill: RECALL

63) PMBOK first published in 1996 is now in its \_\_\_\_\_ edition.

a. first

b. second

c. third

d. fourth

e. fifth

Answer: d

Diff: 1

Type: MC

Page Reference: 305

Topic: Q2

Skill: RECALL

64) An example of an information technology project management (ITPM) tool is

- a. flow charts.
- b. testing charts.
- c. PERT charts.
- d. GIANT charts.
- e. CRM charts.

Answer: c

Type: MC

Page Reference: 306

Topic: Q2

65) According to PMBOK there are \_\_\_\_\_ process groups in any project

- a. seven
- b. five
- c. four
- d. six
- e. eight

Answer: b

Diff: 2

Type: MC

Page Reference: 306

Topic: Q2

Skill: RECALL

66) The process groups in PMBOK are related to the notion of (a)

- a. extreme programming.
- b. agile programming.
- c. systems development lifecycle.
- d. prototyping.
- e. normalization.



Answer: c

Diff: 3

Type: MC

Page Reference: 308

Topic: Q2

Skill: APPLIED

67) The process groups in PMBOK can be related to the \_\_\_\_\_ project management areas.

- a. 5
- b. 6
- c. 8
- d. 9
- e. 7

Answer: d

Diff: 2

Type: MC

Page Reference: 306

Topic: Q2

Skill: RECALL

68) Systems development often aims at a(n) \_\_\_\_\_ target.

- a. intermediary
- b. stationary
- c. moving
- d. progressive
- e. intermittent

Answer: c

Diff: 2

Type: MC

Page Reference: 309

Topic: Q4

Skill: RECALL

69) Goals and scope identification usually occur (at the) \_\_\_\_\_ (of) a project

- a. during
- b. start
- c. beginning
- d. half way point
- e. end

Answer: c

Diff: 2

Type: MC

Page Reference: 306

Topic: Q2

Skill: RECALL

70) Employers are looking for individuals who have the knowledge and skills to \_\_\_\_\_ information technology.

- a. be comfortable with
- b. use
- c. develop
- d. innovate through
- e. avoid

Answer: d

Diff: 2

Type: MC

Page Reference: 311

Topic: Q5

Skill: RECALL

71) The single most important criterion for information systems success is for users to take \_\_\_\_\_ of their systems.

- a. on the success
- b. on the use
- c. on the task of development
- d. on the growth
- e. ownership

Answer: e

Diff: 2

Type: MC

Page Reference: 311

Topic: Q5

Skill: RECALL

72) \_\_\_\_\_ is the second phase of the SDLC.

- a. Requirement analysis
- b. Component design
- c. Maintenance
- d. implementation
- e. System definition

Answer: a

Diff: 1

Type: MC

Page Reference: 310

Topic: Q5

Skill: RECALL

73) \_\_\_\_\_ is the fourth phase of the SDLC.

- a. Component design
- b. Requirement analysis
- c. Maintenance
- d. System definition
- e. Implementation

Answer: e

Diff: 1

Type: MC

Page Reference: 310

Topic: Q5

Skill: RECALL

74) The most common method for acquiring software applications is Customization.

Type: FIB

Page Reference: 304

Topic: Q1

75) "The time required to perform a task expands to the time available to do it" is \_\_\_\_\_.

- a. an old proverb.
- b. Fubini's Law.
- c. Moore's Law.
- d. Jackson's Law.
- e. Parkinson's Law.

Answer: e

Diff: 1

Type: MC

Page Reference: 325

Topic: Q7

Skill: RECALL

76) A critical aspect throughout the system development process is User involvement.

Diff: 2

Type: FIB

Page Reference: 312

Topic: Q5

Skill: RECALL

77) In the SDLC, the first major task of the project team is to define the scope and goals of the project.

Diff: 2

Type: FIB

Page Reference: 312

Topic: Q5

Skill: RECALL

78) It may be necessary to create a(n) data model if the new system will involve a new database or extensive changes to an existing database.

Diff: 3

Type: FIB

Page Reference: 313

Topic: Q5

Skill: RECALL

79) Project feasibility has four dimensions.

Diff: 2

Type: FIB

Page Reference: 312

Topic: Q5

Skill: RECALL

80) The primary output of the system definition phase of the SDLC is the project plan.

Diff: 3

Type: FIB

Page Reference: 311

Topic: Q5

Skill: RECALL

81) Determining the network and operating systems that need to be used would be part of the component design phase of the SDLC.

Diff: 3

Type: FIB

Page Reference: 314

Topic: Q6

Skill: RECALL

82) An approved set of user requirements is the main output of the requirements analysis phase of the SDLC.

Diff: 2

Type: FIB

Page Reference: 312

Topic: Q6

Skill: RECALL

83) A(n) test plan describes the correct and incorrect actions that users will take when using the new system.

Diff: 3

Type: FIB

Page Reference: 316

Topic: Q6

Skill: RECALL

84) System conversion is the process of moving the business activity from the old system to the new system.

Diff: 2

Type: FIB

Page Reference: 316

Topic: Q6

Skill: RECALL

85) Companies like Oracle often release beta versions of their software for users to test.

Diff: 1

Type: FIB

Page Reference: 316

Topic: Q6

Skill: RECALL

86) In a(n) pilot installation, the organization implements the entire system on a limited portion of the business.

Diff: 1

Type: FIB

Page Reference: 316

Topic: Q6

Skill: RECALL

87) The riskiest system conversion from a hardware and software failure point of view is a(n) plunge installation.

Diff: 2

Type: FIB

Page Reference: 317

Topic: Q6

Skill: RECALL

88) PQA consists of constructing the test plan with the advice and assistance of users.

Diff: 2

Type: FIB

Page Reference: 316

Topic: Q6

Skill: RECALL

89) Software developers write patches to fix high priority system failures.

Diff: 2

Type: FIB

Page Reference: 318

Topic: Q6

Skill: RECALL

90) Fixes for hundreds or even thousands of low-priority product problems are applied using a(n) service pack.

Diff: 2

Type: FIB

Page Reference: 318

Topic: Q6

Skill: RECALL

91) The work of analysis and design is often completed by business analysts and systems analysts.

Diff: 2

Type: FIB

Page Reference: 312

Topic: Q5

Skill: RECALL

92) The lack of a good model is an important risk to recognize in IT projects.

Diff: 2

Type: FIB

Page Reference: 309

Topic: Q4

Skill: RECALL

93) System definition is the first phase of the SDLC approach.

Diff: 2

Type: FIB

Page Reference: 310

Topic: Q5

Skill: RECALL

94) "The time required to perform a task expands to the time available to do it."

Diff: 1

Type: FIB

Page Reference: 326

Topic: Q7

Skill: RECALL

95) Outsourcing is the process of hiring another organization to perform a service.

Diff: 1

Type: FIB

Page Reference: 319

Topic: Q7

Skill: RECALL

96) During the implementation phase of the SDLC process, developers construct, test, and install the components of the IS.

Diff: 2

Type: FIB

Page Reference: 315

Topic: Q6

Skill: RECALL

97) After outsourcing a service, lack of knowledge within the company will make it difficult to bring the outsourced service back in-house.

Diff: 2

Type: FIB

Page Reference: 321

Topic: Q7

Skill: RECALL

98) One style of conversion involves shutting down the old system Friday at close of business and starting up the new system Monday at open of business. This is called a plunge installation.

Diff: 3

Type: FIB

Page Reference: 317

Topic: Q6

Skill: APPLIED

99) With a parallel installation the old system and the new system are run side by side until the new system is tested and fully operational.

Diff: 2

Type: FIB

Page Reference: 316

Topic: Q6

Skill: RECALL

100) Buy it and customize it is the most common method for acquiring software applications.

Diff: 2

Type: FIB

Page Reference: 304

Topic: Q1

Skill: RECALL

101) In the SDLC, acquisition begins with a Business planning process that identifies the need for a new system.

Diff: 3

Type: FIB

Page Reference: 310

Topic: Q5

Skill: RECALL

102) What are the steps to acquire information system.

Answer:

Diff: 2



Type: ES

Page Reference: 310

Topic: Q5

Skill: RECALL

103) What is an IT project?

Answer:

Projects often begin with a scope, or an objective. Projects usually have a start and an end date and temporarily use resources (such as people, office space, and computers) to accomplish the project. Projects often tend to be unique in that they do not happen over and over again but happen only once. Perhaps most importantly, the objective of the project is to accomplish something new, so projects often represent change in an organization.

Diff: 2

Type: ES

Page Reference: 306

Topic: Q3

Skill: RECALL

104) What are three areas that affect IT project risk?

Answer:

First it shows that IT project performance has to be evaluated on not only whether the project was on budget and on time (project process performance), but also whether the expected benefits from the project were realized (project product performance). In addition, the model shows two pathways that the authors describe as the "forces of evil" and the "forces of good" in IT projects.

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Page Reference: 309

Topic: Q4

Skill: RECALL

105) What is ITPM?

Answer:

Information technology project management (ITPM) is the collection of techniques and methods that project managers use to plan, coordinate, and complete IT projects. The tools of ITPM are basically the same tools used in any project management. These tools include planning tools such as work breakdown structures, budgeting methods, graphical scheduling methods such as PERT (Program Evaluation Review Technique) and Gantt charts, risk management techniques, communication planning, and high-tech team development.

Diff: 2

Type: ES

Page Reference: 306

Topic: Q2

Skill: RECALL

106) Why are project management skills important nowadays?

Answer:

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Page Reference: 307

Topic: Q2

Skill: RECALL

107) What are the phases of the SDLC? When is it good to use the SDLC and when is it not appropriate?

Answer:

In the system definition phase, a team will define the new system, assess its feasibility, and begin planning the project. In the requirements analysis phase the specific features and functions of the new system will be determined. Next, each of the five components of the new IS will be designed. The implementation phase is where the new system is built, tested, and conversion from the old to the new occurs. The final phase is the maintenance phase where bugs are fixed and enhancements are made. The SDLC approach is recommended if the system is complex and consists of many modules, because extra care must be applied in documenting requirements and the manner in which components will be integrated, to ensure smooth and successful development.

Diff: 3

Type: ES

Page Reference: 309

Topic: Q5

Skill: APPLIED

108) Why is the system definition phase the most important? Why is this phase so difficult to get right?

Answer:

It is the most important because if the requirements are wrong, the system will be wrong and it will be difficult to correct the system later in the process. It is hard to get right because there are so many competing ideas about what the new system should do. Analysts must interview many users who may not be able to communicate effectively about what they think the new system should be like. Users are usually focused on the tasks they are currently doing at the time of the interview with little thought for tasks at the other times of the quarter. If it is a long project, the requirements may be obsolete and be out of date by the time it comes to implement them. Requirements also tend to focus on hardware and software and forget about the procedures and impact on people.

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Type: ES

Page Reference: 311

Topic: Q5

Skill: APPLIED

109) What are the different system conversion strategies and when are they appropriate?

Answer:

There are four different types of system conversion strategies. These include the system pilot, the phased approach, a parallel conversion, and the plunge conversion. In the pilot approach, the organization chooses one department or business unit in which to implement and test the entire system. This reduces the risk by limiting exposure while giving a thorough testing of the system under actual loads and situations. The phased conversion is a way of installing pieces of the new system across the whole organization. Some systems such as ERP and CRM don't lend themselves to this piecemeal approach. The parallel approach is the most secure because both the new and the old system will be run at the same time until the new system is fully tested and debugged. This is quite expensive since the organization will have to bear the costs of running two entire systems, but a good option when security needs are high. The plunge method is the riskiest and is sometimes called the "cold turkey" approach. The old system is turned off and the new one is turned on. This method should only be used in the most crucial systems where the old system is totally insufficient and ready to crash at any moment.

Diff: 3

Type: ES

Page Reference: 316

Topic: Q6

Skill: APPLIED

110) What are the risks of outsourcing IT systems?

Answer:

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Type: ES

Page Reference: 320

Topic: Q7

Skill: APPLIED

111) In the opinion of many system developers, both the project manager and the senior management have a "fantasy world" view of project schedules. Why is this and what can be done to alleviate it?

Answer:

There are many pitfalls to estimating project schedules. On the project developer's end, many software developers are too optimistic and try to schedule projects as if everything will go as planned, which seldom happens. Often they do not schedule time for vacations, sick days, and learning new technologies needed for the project. Even if they come up with a realistic schedule, upper management often reduces the schedule, thinking that a tighter time frame will motivate employees to work more efficiently. If managers have experienced delays in the past, they often mentally add a month or so to the official schedule. As a result, no one really believes the schedule as officially posted.

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Page Reference: 326

Topic: Q7

Skill: APPLIED

112) Why is it so difficult to estimate the costs of system development?

Answer:

It is hard to estimate the costs of some projects because they may involve aspects that have never been tried before and they may involve more risk. Project development is highly knowledge-intensive. If one key person leaves the job or is unable to perform, the project schedule may become longer. If user requirements are not specified accurately, users may find that the proposed system doesn't solve their problems. So they will need to make lots of changes later in the project, which will increase the cost. They will most likely try to make the vendor pay for these extras.

Diff: 3

Type: ES

Page Reference: 309

Topic: Q4

Skill: APPLIED