AIST3610 StudyChk07 - From Text Chapters 12 & 13

Multiple Choice

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

1. A lot of the ‘unfreeze’ part of Lewin’s three step model for managing organization change:
   a. is part of the user interface design activities
   b. is generally accomplished by a strongly worded e-mail from the project sponsor to the development / project management team
   c. has been accomplished to this point in the project by the systems development life cycle (SDLC) processes
   d. is done by ‘turning up the heat’ (i.e. unfreeze) on the users to make them want to change
   e. is accomplished by the organization’s marketing vice president

2. The two types of conversion modules are:
   a. whole-system and waterfall
   b. waterfall and phased
   c. modular conversion and whole-system
   d. pilot and modular
   e. parallel and modular

3. Considering conversion style, conversion locations, and conversion modules, the most risky approach is probably:
   a. direct, simultaneous, whole-system
   b. direct, phased, whole-system
   c. direct, pilot, modular
   d. parallel, simultaneous, modular
   e. parallel, phased, modular
4. When considering costs of a new system conversion, which is NOT a common cost to consider?
   a. the cost of running two systems with a parallel conversion
   b. the costs of more staff at more locations for support in a simultaneous conversion
   c. the salary costs of users, trainers, administrators, consultants
   d. the hardware costs for a pilot system
   e. the extra programming costs for a modular conversion

5. When installing hardware, it is best to:
   a. leave this to the last minute, so to get the latest versions of the hardware from the vendor(s)
   b. work closely with the vendors who are supplying the hardware
   c. create a RFP two weeks before install date
   d. call Home Depot
   e. outsource the hardware installation to India

6. Which is NOT a change management plan step?
   a. revising management policies
   b. assessing the costs and benefit models of potential adopters
   c. motivating adoption
   d. installing ‘user friendly’ hardware
   e. enabling people to adopt through training

7. A comment about why people resist change might be:
   a. people like change and feeling part of a successful organization
   b. what is good for the organization is not necessarily good for the people
   c. change can be very uplifting and comforting
   d. change is the motto of Wal-Mart
   e. using new and updated systems makes a person look like a “yes-person”
8. Early adopters in the new customer resource management system received faster computers with more memory. In terms of management policy, this is probably an example of:
   a. standard operating procedures
   b. checks and balances
   c. bonus processes
   d. fair play
   e. resource allocation

9. Which of the following is a true statement about successful change?
   a. the migration plan is not clear
   b. the likelihood of successful change is increased when the cost of the transition to individuals who must change is low
   c. there is a need for significantly different new skills
   d. there is a strong possibility of disruptions in how the company has done business with the new system
   e. the change agent is a newcomer who has been viewed as ‘pushy’ by potential adopters

10. Research has shown that about _________ of potential adopters will be ready adopters.
    a. 5% to 10%
    b. 10% to 20%
    c. 20% to 30%
    d. 40% to 50%
    e. 90 to 100%

11. Training should focus on:
    a. how management views the new system
    b. the enhanced and beneficial features of the new system
    c. helping the users to accomplish their jobs
    d. the underlying programming of the new system
    e. how the analysts went from users use-cases to DFDs and ERDs
12. The largest single component of any systems development project in terms of both time and cost could be:
   a. Conducting JAD sessions
   b. Gamma testing
   c. Developing the user interface
   d. Writing programs
   e. Having meetings

13. According to the textbook, which of the following is not a cause of project failure?
   a. Flaws in analysis
   b. Flaws in aesthetics
   c. Flaws in user interface design
   d. Flaws in database design
   e. Flaws in developing correct system specifications

14. If a program module is taking longer to develop than expected, the recommended action is:
   a. Put more programmers on the staff
   b. Force the developers to work weekends to catch up
   c. Move the expected completion date back
   d. Incorporate scope creep into the requirements
   e. Change the development environment into an object-oriented language

15. The authors describe “writing programs” as:
   a. A fun, creative activity
   b. A tedious process
   c. A very mathematical and logical process
   d. An excellent learning process for end-users
   e. Answers B and C
16. A major credit card company has an hour of system downtime on the Friday after Thanksgiving (generally one of the biggest shopping days of the year). Which might be a good estimate of the amount of income lost from this outage?

a. Under $50,000  
b. From $50,000 to $99,999  
c. From $100,000 to $249,999  
d. From $250,000 to $500,000  
e. Over $500,000

17. Test plans:

a. Are generally developed by the programmers informally  
b. Generally only cover main processing and not the various sub-processes  
c. Often have 20 to 30 pages  
d. Can be massive with over 200 pages of very explicit plans and directions  
e. Can generally be written in three pages or less

18. The test objective is taken directly from:

a. The results of the JAD session  
b. The program specification  
c. The use-cases  
d. The project sponsor  
e. The questions raised in a focus-group application

19. The authors suggest that:

a. "All testing must include live production data"  
b. "All testing must include both alphabetic and numeric data"  
c. "It is impossible to test every possible combination of input and situation"  
d. "Testing rarely pays for itself"  
e. "Testing should only be used for complex programs and situations"
20. Unit tests focus on:
   a. All modules (all units)
   b. Users and their acceptance of how a specific unit works
   c. A program or a program module
   d. Interact screen forms
   e. How the overall system functions

21. Acceptance tests are done primarily by:
   a. Programmers
   b. Users
   c. Developers
   d. Systems Analysts
   e. Project Managers

22. The goal of acceptance testing is:
   a. That modules and units work together with each other
   b. That the databases are properly organized for both efficiency in storage and access
   c. To confirm that the system is complete and meets the business needs
   d. That both black-box and white-box tests have been approved by upper management
   e. To verify that the use-cases, ERDs and DFD's have been properly converted

23. The two fundamental documentation types are:
   a. System documentation and integration documentation
   b. Screen documentation and batch documentation
   c. User documentation and online documentation
   d. System documentation and user documentation
   e. Acceptance documentation and integration documentation
24. The authors suggest a good time to start the documentation process is:
   a. Once the interface design and program specifications are complete
   b. Once the system test is complete
   c. Once the alpha acceptance test is complete
   d. Once the beta acceptance test is complete
   e. Once the logical ERDs and DFDs have been translated into physical ERDs and DFDs

25. This type of documentation is designed to be used when the user needs to learn how to perform a specific function (such as updating a field or adding a new record):
   a. Reference documentation
   b. Procedures manuals
   c. Tutorials
   d. Systems documentation
   e. Final documentation

**True/False**

*Indicate whether the statement is true or false.*

26. Frequently, as people get used to certain ways of doing things, they view their job in terms of those processes rather than in terms of the business goals of serving customers.

27. A study of 10,000 end-users in the insurance industry in the United States found that only a small percentage of the users allowed the system work processes to become habits or norms.

28. Lewin’s model for managing organizational change has four steps: (a) thaw; (b) enticement; (c) change; and (d) institutionalize.

29. The first step in Lewin’s model is “thaw”.

30. Most of the SDLC processes (including JAD sessions and interviews with users) have laid the groundwork for ‘unfreezing’ the current system so that a new system can replace it.

31. Fredrick Brooks suggested a three step model for managing organizational change: (a) unfreeze; (b) move; and (c) refreeze.
32. One aspect of converting to a new system might be to convert data from one format into data that will be used by the new system.

33. TJ was the project manager on the ERP implementation project. He should lead an evaluation of the project to identify what went well and what could be improved for the next system development project.

34. Arranging for and installing any needed hardware and software and converting data as needed for the new system is called 'technical readiness'.

35. One conversation strategy is 'conversion style' where the change from the old system to the new system can be instantaneous or gradual.

36. A 'pilot' program is where the new system is rolled out at one location (or a few locations).

37. With new systems, it might be more appropriate to expect that everything will come off perfectly.

38. The authors suggest a book on managing programming projects called “The Mythical Mountain” written by Roberta Roth.

39. During program design – and again here in the actual programming coordination, we find that it is best to have modules that overlap and have high coupling and low cohesion.

40. An ironic fact of systems development is that the more programmers that are involved in the development of the system, the longer the project will take.

41. Charles has been assigned to developing modules CRM_input_web; CRM_input_validation; CRM_database_retrieval; and CRM_database_update. He is two weeks behind and is only on the second module. This is definitely a serious issue and Charles should be reprimanded or even fired for incompetence.

42. The critical path is the fine line between the alpha test and the beta test as you change from test data to real production data.

43. By the time the design phase is started, all time estimates should be within 5% of the actual completion time.

44. Testing is considered as a prized activity on a development project, and developers (programmers), analysts, and project managers frequently request being assigned to develop documentation.

45. With some software systems, a day of down-time caused by a software bug can cost more than several programmers’ annual salaries.
46. The two basic types of documentation are: portfolio documentation and assessment documentation.

47. System documentation takes all the processes, notes, diagrams from systems analysis and systems design and puts it in a project binder for future reference.

48. Michael is working on online documentation. He has about ten menu items; twenty items in the index; and wants to have about ten tutorial pages. How much time should he allocate to developing the documentation for these items (menus, index and tutorials)?

49. Myles is a systems analyst on a new project that involves significant programming. What is Myles doing while the programming is going on?

50. Jing is a project manager developing a critical project that MUST be completed by December 31st. Due to some unforeseen issues early on, the project is now two weeks behind and it is mid-November. What can / should Jing do to get the project finished by December 31st?