Business Driven Information Systems, 6e **(Baltzan)**
Chapter 2 Decisions and Processes: Value Driven Business

1) Analytics is the science of fact-based decision making.

2) At the operational level employees are continuously evaluating company operations to hone the firm's abilities to identify, adapt to, and leverage change.

3) At the operational level employees develop, control, and maintain core business activities required to run the day-to-day operations.

4) Operational decisions are considered structured decisions.

5) Asking how many employees are out sick is a type of operational question.

6) Strategic decisions are highly structured decisions.

7) One of the most important and challenging questions confronting managers today is how to lay the foundation for tomorrow's success while competing to win in today's business environment.

8) The structure of a typical organization is similar to a pyramid, with different levels that require one consistent type of information to assist with all managerial decision making.

9) Operational decisions or semistructured decisions arise in situations where established processes offer potential solutions.

10) Unstructured decisions occur in situations in which no procedures or rules exist to guide decision makers towards the correct choice.

11) At the strategic decision-making level employees develop, control, and maintain core business activities.

12) Key performance indicators can focus on external and internal measurements.

13) The proportion of the market that a firm captures is called market share.

14) Benchmarks are baseline values the system seeks to attain.

15) Effectiveness MIS metrics include throughput, transaction speed, and system availability.

16) Measuring the amount of website traffic is the best way to determine an organization's success.

17) A project is a temporary activity a company undertakes to create a unique product, service, or result.

18) Metrics are temporary activities a company undertakes to create a unique product, service, or result.

19) Metrics are measurements that evaluate results to determine whether a project is meeting its goals.

20) Efficiency MIS metrics include throughput, speed, and availability.

21) Effectiveness MIS metrics measure the impact MIS has on business processes and activities, including customer satisfaction and customer conversion rates.

22) Efficiency MIS metrics measure the impact MIS has on business processes and activities, including customer satisfaction and customer conversion rates.

23) Best practices are the most successful solutions or problem-solving methods that have been developed by a specific organization or industry.

24) Return on investment indicates the earning power of a project.

25) MIS support systems rely on models for computational and analytical routines that mathematically express relationships among variables.

26) A pie chart is a type of graph in which a circle is divided into sectors that each represent a proportion of the whole.

27) Streamlining information encompasses all of the information contained within a single business process or unit of work, and its primary purpose is to support the performing of daily operational or structured decisions.

28) A bar chart is a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent.

29) Sensitivity analysis, what-if analysis, optimization analysis, and market basket analysis are the common DSS analysis techniques.

30) A histogram is a graphical display of data using bars of different heights. It is similar to a bar chart, but a histogram groups numbers into ranges.

31) A sparkline is a small embedded line graph that illustrates a single trend. Sparklines are often used in reports, presentations, dashboards, and scoreboards. They do not include axes or labels; context comes from the related content.

32) An infographic (information graphic) is a representation of information in a graphic format designed to make the data easily understandable at a glance. People use infographics to quickly communicate a message, to simplify the presentation of large amounts of data, to see data patterns and relationships, and to monitor changes in variables over time.

33) A time-series chart is a graphical representation showing change of a variable over time. Time-series charts are used for data that changes continuously, such as stock prices. They allow for a clear visual representation of a change in one variable over a set amount of time.

34) A pivot rotates data to display alternative presentations of the data.

35) A consolidation rotates data to display alternative presentations of the data.

36) Digital dashboards offer consolidation, drill-down, and slice-and-dice capabilities.

37) Managers use transactional information when making structured decisions at the operational level.

38) The manipulation of information to create business intelligence in support of strategic decision making is referred to as OLTP or online transaction processing.

39) A model is a simplified representation or abstraction of reality.

40) Source documents are simplified representation or abstraction of reality.

41) Source documents are the original transaction records.

42) Granularity refers to the level of detail in the model or the decision-making process.

43) Visualization produces graphical displays of patterns and complex relationships in large amounts of data.

44) A digital dashboard produces graphical displays of patterns and complex relationships in large amounts of data

45) Intelligent systems are various commercial applications of artificial intelligence.

46) A neural network is a category of efficiency metrics where it attempts to measure the way the human brain works.

47) Investment companies use genetic effectiveness metrics to help in trading decisions.

48) A shopping bot is one of the simplest examples of an intelligent agent.

49) Fuzzy logic is a mathematical method of handling imprecise or subjective information.

50) Fuzzy logic is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.

51) Augmented reality is the viewing of the physical world with computer-generated layers of information added to it.

52) Google glass is a wearable computer with an optical head-mounted display (OHMD).

53) A haptic interface uses technology allowing humans to interact with a computer through bodily sensations and movements—for example, a cell phone vibrating in your pocket. A haptic interface is primarily implemented and applied in virtual reality environments and is used in virtual workplaces to enable employees to shake hands, demonstrate products, and collaborate on projects.

54) Virtual workplace is the viewing of the physical world with computer-generated layers of information added to it.

55) A virtual workplace is a work environment that is not located in any one physical space.

56) Google glass is a work environment that is not located in any one physical space.

57) Augmented reality is a wearable computer with an optical head-mounted display (OHMD).

58) Neural networks use technology allowing humans to interact with a computer through bodily sensations and movements—for example, a cell phone vibrating in your pocket.

59) Mutation is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.

60) Mutation is a mathematical method of handling imprecise or subjective information.

61) An algorithm refers to a set of instructions that completes a task.

62) Machine learning is a type of artificial intelligence that enables computers to both understand concepts in the environment, and also to learn. .

63) Strong AI machines can still make their own decisions based on reasoning and past sets of data. Most of the AI systems in market today are strong AI.

64) Weak AI refers to the field of artificial intelligence that works toward providing brainlike powers to AI machines; in effect, it works to make machines as intelligent as the humans.

65) Virtual reality is a computer-simulated environment that can be a simulation of the real world or an imaginary world.

66) Augmented reality is the viewing of the physical world with computer-generated layers of information added to it.

67) Augmented reality is a computer-simulated environment that can be a simulation of the real world or an imaginary world.

68) Virtual reality is the viewing of the physical world with computer-generated layers of information added to it.

69) A machine-vision system uses a video camera to capture data and send it to the robot controller. Machine vision is similar in complexity to voice recognition and can be used for handwriting recognition, signature identification, and currency inspection. Two important specifications in any vision system are the sensitivity and the resolution.

70) Deep learning is a process that employs specialized algorithms to model and study complex datasets; the method is also used to establish relationships among data and datasets.

71) Business-facing processes or back-office processes are invisible to the external customer but essential to the effective management and operation of the business.

72) When evaluating the 5-steps in the order-to-delivery business process, step one includes creating a campaign and checking inventory, which are both part of the human resources function.

73) Strategic planning is a customer-facing business process.

74) Product delivery is a customer-facing business process.

75) Improving the efficiency and effectiveness of its business processes will improve a firm's value chain.

76) Core processes are business processes, such as manufacturing goods, selling products, and providing services that make up the primary activities in a value chain.

77) Core processes are patents that protect a specific set of procedures for conducting a particular business activity.

78) A static process uses a systematic approach in an attempt to improve business effectiveness and efficiency continuously. Managers constantly attempt to optimize static process.

79) Examples of static processes include running payroll, calculating taxes, and creating financial statements.

80) Examples of dynamic processes include running payroll, calculating taxes, and creating financial statements.

81) A dynamic process continuously changes and provides business solutions to ever-changing business operations.

82) A static process continuously changes and provides business solutions to ever-changing business operations.

83) As the business and its strategies change, so do the dynamic processes. Examples of dynamic processes include managing layoffs of employees, changing order levels based on currency rates, and canceling business travel due to extreme weather.

84) A business process patent is a patent that protects a specific set of procedures for conducting a particular business activity.

85) A business management system is a graphic description of a process, showing the sequence of process tasks, which is developed for a specific purpose and from a selected viewpoint.

86) To-Be process models show the results of applying change improvement opportunities to the current (As-Is) process model.

87) Business Process Model and Notation (BPMN) is a graphical notation that depicts the steps in a business process.

88) A Business Process Model and Notation (BPMN) event is anything that happens during the course of a business process. An event is represented by a circle in a business process model.

89) A Business Process Model and Notation (BPMN) activity is a task in a business process.

90) A Business Process Model and Notation (BPMN) gateway is used to control the flow of a process.

91) A Business Process Model and Notation (BPMN) flow displays the path in which the process flows.

92) A Business Process Model and Notation (BPMN) flow is anything that happens during the course of a business process. An event is represented by a circle in a business process model.

93) A Business Process Model and Notation (BPMN) event is a task in a business process.

94) A Business Process Model and Notation (BPMN) activity is used to control the flow of a process.

95) A Business Process Model and Notation (BPMN) gateway displays the path in which the process flows.

96) The primary goal of an As-Is process model is to simplify, eliminate, and improve the To-Be processes.

97) Business processes should never drive MIS choices and should be based on business strategies and goals.

98) A swim lane layout arranges the steps of a business process into a set of rows depicting the various elements.

99) Redundancy occurs when a task or activity is never repeated.

100) Operationalized analytics makes analytics part of a business process. Improving business processes is critical to staying competitive in today's electronic marketplace.

101) Robotic process automation (RPA) is the use of software with artificial intelligence (AI) and machine learning capabilities to handle high-volume, repeatable tasks that previously required a human to perform.

102) Business process reengineering is the analysis and redesign of workflow within and between enterprises.

103) A workflow control system monitors processes to ensure tasks, activities, and responsibilities are executed as specified.

104) Robotic process automation makes analytics part of a business process. Improving business processes is critical to staying competitive in today's electronic marketplace.

105) Operationalized analytics is the use of software with artificial intelligence (AI) and machine learning capabilities to handle high-volume, repeatable tasks that previously required a human to perform.

106) Operational business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.

107) Managerial business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

108) Strategic business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

109) Strategic business processes are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.

110) Operational business processes are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements.

111) Operational business processes are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.

112) Which of the following is a not a type of organizational information system?
A) Executive information system
B) Decisions support system
C) Analysis processing system
D) Transactional processing system

113) Which of the below is an important challenge facing managers today?
A) Making business decision
B) Solving business problems
C) Competing to win in today's market
D) All of the above

114) What must managers be able to do to compete in today's global marketplace?
A) Make decisions to gain competitive advantages
B) Make decision that can help forecast future business needs
C) Make decision that can help forecast future business requirements
D) All of the above

115) Which of the below is not considered a challenge facing most managers today?
A) Managerial decisions must be made quickly
B) Strategic decisions need to be made by applying analysis techniques
C) Artificial intelligence is required by all managers to be successful
D) Managerial decisions require large amounts of information to analyze

116) Managers that must analyze data from 500 hotels to determine when to discount rooms based on occupancy patterns would be placed in which category for managerial decision-making challenges?
A) Managers need to analyze large amounts of information
B) Managers must make decisions quickly
C) Managers must apply sophisticated analysis techniques, such as Porter's strategies or forecasting, to make strategic decisions
D) All of the above

117) An important customer shows up at a hotel that is fully booked and the reservation is missing would be placed in which category for managerial decision-making challenges?
A) Managers need to analyze large amounts of information
B) Managers must make decisions quickly
C) Managers must apply sophisticated analysis techniques, such as Porter's strategies or forecasting, to make strategic decisions
D) All of the above

118) A manager that must implement a loyalty program across 500 hotels would be placed in which category for managerial decision-making challenges?
A) Managers need to analyze large amounts of information
B) Managers must make decisions quickly
C) Managers must apply sophisticated analysis techniques, such as Porter's strategies or forecasting, to make strategic decisions
D) All of the above

119) Which of the following is not included in the decision-making process?
A) Data Collection
B) Solution Benchmarking
C) Solution Generation
D) Solution Test

120) When evaluating the six-step decision making process, what occurs during the solution implementation step?
A) The process will begin again if the decisions made were incorrect
B) Definition of the problem as clearly and precisely as possible
C) Details of every solution possible including ideas that seem far fetched
D) The solution that best solves the problem is selected

121) When evaluating the six-step decision making process, what occurs during the problem identification step?
A) The process will begin again if the decisions made were incorrect
B) Definition of the problem as clearly and precisely as possible
C) Details of every solution possible including ideas that seem far fetched
D) The solution that best solves the problem is selected

122) When evaluating the six-step decision making process, what occurs during the solution selection step?
A) The process will begin again if the decisions made were incorrect
B) Definition of the problem as clearly and precisely as possible
C) Details of every solution possible including ideas that seem far fetched
D) The solution that best solves the problem is selected

123) When evaluating the six-step decision making process, what occurs during the solution test step?
A) The process will begin again if the decisions made were incorrect
B) Definition of the problem as clearly and precisely as possible
C) Details of every solution possible including ideas that seem far fetched
D) None of the above

124) Which of the below represents the structure of a typical organization?
A) Flat line
B) Pyramid
C) Circle
D) Cube

125) Which of the below represents the three different levels of a company pyramid from the top to the bottom?
A) Managerial – Strategic – Operational
B) Strategic – Managerial – Operational
C) Operational – Managerial – Strategic
D) Strategic – Operational – Managerial

126) Which of the below would you include as decisions and responsibilities typically found at the managerial level of a company?
A) Monthly Plans
B) Monthly Budgets
C) Weekly Schedule
D) All of the above

127) Which of the below would you include as decisions and responsibilities typically found at the operational level of a company?
A) Develop core business activities required to run the day-to-day operations
B) Control core business activities required to run the day-to-day operations
C) Maintain core business activities required to run the day-to-day operations
D) All of the above

128) Data collection, solution generation, and solution implementation are all concepts associated which of the following processes?
A) The six-step problem solving process
B) The six-step decision making process
C) The four-step problem solving process
D) The four-step decision making process

129) Review the below key terms. Which one defines an operational decision that involves situations where established processes offer potential solutions?
A) Optimization analysis decision
B) Artificial intelligence decision
C) Structured decision
D) Unstructured decision

130) Which of the following is considered a structured decision or strategic decision?
A) Reordering inventory
B) Deciding to enter a new market
C) Creating the employee weekly staffing schedule
D) Creating the employee weekly production schedule

131) Which of the following is considered an operational decision or structured decision?
A) Determining how many employees are out sick
B) Determining the impact of last month's marketing campaign
C) Allocating resources to a department for a new system
D) Monitoring performance of a project team

132) Which of the following is considered a managerial decision or semistructured decision?
A) Determining how many employees are out sick
B) Determining the impact of last month's marketing campaign
C) Investigating why payroll is having problems running
D) Tracking how much inventory is in the warehouse

133) Which of the below key terms represents the types of decisions made at the operational, managerial, and strategic levels of a company?
A) Structured decisions
B) Unstructured decisions
C) Semistructured decisions
D) All of the above

134) At which level do managers develop the overall business strategies and monitor the performance of the organization and the competitive business environment?
A) Operational
B) Strategic
C) Managerial
D) Communications

135) Jenny Welch works at a retail store selling sports equipment. Her daily tasks include opening the store, creating the work schedules, processing payroll, overseeing sales and inventory, and training employees. At what level of the organizational pyramid would you categorize Jenny?
A) Managerial
B) Operational
C) Strategic
D) Owner

136) Andy Benton works at the local Starbucks coffee shop and his responsibilities include taking orders, fulfilling orders, and ringing in sales. At what level of the organizational pyramid would you categorize Andy?
A) Strategic
B) Owner
C) Operational
D) Managerial

137) Bill Schultz works at a high power investment firm in Los Angeles. Bill is responsible for promoting the firm's vision and creating the company-wide goals and strategies. He also monitors the overall strategic performance of the company and its direction for future business strategies. At what level of the organizational pyramid would you categorize Bill?
A) Strategic
B) Owner
C) Operational
D) Managerial

138) Chuck Biggs has been hired to oversee all of the plans that the city of Denver has created to expand its train transportation system by adding six more lines to the metro area. Chuck will be responsible for planning the project, managing the processes, and finalizing each new line as it is completed. How would you categorize the majority of the decisions Chuck will have to make to complete his job?
A) Unstructured decisions
B) Semistructured decisions
C) Structured decisions
D) Strategic decisions

139) What is the science of fact-based decision making?
A) Analytics
B) Structured decisions
C) Unstructured decisions
D) Semistructured decisions

140) What occurs in situations in which a few established processes help to evaluate potential solutions, but not enough to lead to a definite recommended decision?
A) Analytics
B) Structured decisions
C) Unstructured decisions
D) Semistructured decisions

141) What occurs in situations in which no procedures or rules exist to guide decision makers toward the correct choice?
A) Analytics
B) Structured decisions
C) Unstructured decisions
D) Semistructured decisions

142) What arises in situations where established processes offer potential solutions?
A) Analytics
B) Structured decisions
C) Unstructured decisions
D) Semistructured decisions

143) The structure of an organization is similar to a pyramid. The different levels require different types of information to assist with which of the following?
A) Decision making
B) Problem solving
C) Opportunity capturing
D) All of the above

144) At which level will a manager use analytics to make decisions?
A) Operational level
B) Managerial level
C) Strategic level
D) All of the above

145) At which level of an organization do employees develop, control, and maintain core business activities required to run the day-to-day operations?
A) Operational level
B) Managerial level
C) Strategic level
D) All of the above

146) At which level of an organization are employees continuously evaluating company operations to hone the firm's abilities to identify, adapt to, and leverage change?
A) Operational level
B) Managerial level
C) Strategic level
D) All of the above

147) At which level of an organization do managers develop overall business strategies, goals, and objectives as part of the company's strategic plan?
A) Operational level
B) Managerial level
C) Strategic level
D) All of the above

148) CSF's and KPI's are two core metrics used to evaluate results and measure the progress of a project for a business. Which of the below represents the acronyms for CSF and KPI?
A) Continual success factors and key performance indicators
B) Critical success factors and key project ideas
C) Customer success findings and key project ideas
D) Critical success factors and key performance indicators

149) What are measurements that evaluate results to determine whether a project is meeting its goals?
A) Models
B) Metrics
C) Benchmarks
D) Genetic algorithms

150) What are the crucial steps companies perform to achieve their goals and objectives and implement their strategies?
A) Critical success factors
B) Crucial success factors
C) Key performance indicators
D) Key performance factors

151) Which of the below is an example of a critical success factor?
A) Increase customer satisfaction
B) Number of new customers
C) Number of new products
D) Percentage of employee turnover

152) Which of the below statements is accurate?
A) Key performance indicators can have no more than four critical success factors
B) Critical success factors can have no more than four key performance indicators
C) Key performance indicators can have several critical success factors
D) Critical success factors can have several key performance indicators

153) Key performance indicators are the metrics a company uses to evaluate progress toward critical success factors. Which of the below represents a key performance indicator?
A) Create high-quality products
B) Reduce product costs
C) Percentage of help desk calls answered in the first minute
D) Hire the best business professionals

154) CSF's and KPI's are the two core metrics used within a business to track progress or success. What is the relationship between CSFs and KPIs?
A) CSF's are business strategy elements where KPI's measure the progress of the CSF's
B) CSF's build the business environment where KPI's explain how to build the CSF's
C) KPI's are used first where CSF's are applied after
D) KPI's promote employees on their performance where CSF's demote employees based on their performance level

155) Market share measures a firm's external performance relative to that of its competitors. Which of the following represents how a firm measures market share?
A) Multiplying the firm's sales by the industries total sales
B) Dividing the firm's sales by the total market sales for the entire industry
C) Subtracting your competitors sales from your total sales
D) Subtracting the industries total sales from the firm's total sales

156) Anne-Marie Cole runs the sales division for a local auto insurance firm. One of her key duties is to calculate her company's market share. When evaluating the prior year numbers, she found that her firm achieved total sales of $3 million and the entire industry had $30 million in sales. What is Anne-Marie's current market share?
A) 1%
B) 10%
C) 18%
D) 20%

157) Anne-Marie Cole runs the sales division for a local auto insurance firm. One of her key duties is to ensure the company has 10 percent market share by the end of the year. When evaluating the current sales numbers, she determines that her sales division has total sales of $3 million and the entire industry has total sales of $50 million. What additional sales must Anne-Marie's division meet to ensure they have 10 percent of the market by the end of the year?
A) $1 million
B) $2 million
C) $5 million
D) $10 million

158) What type of measurement is using market share as a KPI?
A) Fuzzy logic measurement
B) External measurement
C) Neural network measurement
D) Internal measurement

159) Which of the below represents an internal KPI that indicates the earning power of a project?
A) Market share
B) Return on intelligent
C) Sensitivity analysis
D) Return on investment

160) Todd Haitz is the marketing manager for the National Basketball Association. Todd analyzes and tracks his marketing campaigns to determine the best success rate per project for increasing ticket sales. Todd uses an internal KPI to track his marketing campaign success. Which of the below would be an internal KPI Todd would use to track his marketing campaigns?
A) Marketing campaign ROI
B) Marketing campaign percentage of fans purchasing Sports Illustrated magazine
C) Marketing campaign advertiser revenue sales
D) Marketing campaign market share

161) What could a manager use to measure the success of an MIS project?
A) Effectiveness MIS metrics, efficiency MIS metrics
B) Effectiveness MIS metrics, expert MIS metrics
C) Expert MIS metrics, executive MIS metrics
D) All of the above

162) What type of metrics measure throughput, transaction speed, and system availability?
A) Efficiency MIS metrics
B) Effectiveness MIS metrics
C) ROI
D) Benchmarks

163) What types of metrics measure customer satisfaction?
A) Efficiency MIS metrics
B) Effectiveness MIS metrics
C) Both efficiency and effectiveness MIS metrics
D) Both ROI and market share

164) According to Peter Drucker, what are managers who do things right addressing?
A) Efficiency
B) Effectiveness
C) Both efficiency and effectiveness
D) Customer satisfaction only

165) According to Peter Drucker, what are managers who do the right things addressing?
A) Efficiency
B) Effectiveness
C) Both efficiency and effectiveness
D) Customer satisfaction only

166) Which of the following is a type of effectiveness MIS metric?
A) Transaction speed
B) System availability
C) Usability
D) Throughput

167) Which of the following is a type of efficiency MIS metric?
A) Customer satisfaction
B) Conversion rates
C) Financial transactions
D) Web traffic

168) Which term is used to describe the ease with which people perform transactions and/or find information?
A) Usability
B) Customer satisfaction
C) Financial
D) Conversion rates

169) What is measured by such benchmarks as satisfaction surveys, percentage of existing customers retained, and increases in revenue dollars per customer?
A) Usability
B) Customer satisfaction
C) Financial
D) Conversion rates

170) What would a company like eBay or Amazon be constantly benchmarking?
A) MIS efficiency
B) MIS effectiveness
C) MIS efficiency and MIS effectiveness
D) Usability metrics only

171) When considering the graph depicting the interrelationships between efficiency and effectiveness, where does an organization ideally want to operate?
A) Upper right-hand corner
B) Lower right-hand corner
C) Upper left-hand corner
D) Lower left-hand corner

172) Which of the following would efficiency MIS metrics measure?
A) Response time
B) System availability
C) Transaction speed
D) All of the above

173) Which of the following are the four common types of effectiveness MIS metrics?
A) Unstructured decisions, customer satisfaction, conversion rates, financial
B) Usability, customer service, conversion rates, fiscal year revenue
C) Usability, customer satisfaction, conversion rates, financial
D) Usability, customer satisfaction, conversion rates, affordability

174) Drew Savage is an MIS manager for an international consulting firm. Drew travels to different European countries where he implements news response tracking systems. Some of the metrics he uses to track the performance of his system include tracking the response time it takes to respond to Twitter posts mentioning the news station, as well as the speed and accuracy of content posted on numerous websites and social media sites. What type of metrics is Drew using to measure his system?
A) Customer satisfaction metrics
B) Efficiency metrics
C) Effectiveness metrics
D) Benchmarking metrics

175) Efficiency MIS metrics focus on the extent to which a firm is using its resources in an optimal way, while effectiveness MIS metrics focus on _____.
A) Understanding how successful a firm is at achieving its goals and objectives
B) Analyzing if a firm is doing the right things
C) Setting the right goals and ensuring they are accomplished
D) All of the above

176) Which of the below describes the efficiency MIS metric of throughput?
A) The number of hours a system is available for users
B) The time it takes to respond to user interactions such as a mouse click
C) The amount of information that can travel through a system at any point in time
D) The ease with which people perform transactions and/or find information

177) Which of the following tracks the number of customers an organization touches for the first time and persuades to purchase its products or services?
A) Customer satisfaction
B) Usability
C) Conversion rates
D) Financial

178) What do usability effectiveness MIS metrics measure?
A) The ease with which people perform transactions and find information
B) The number of customers an organization "touches" for the first time and persuades to purchase its products or services
C) The amount of time a system takes to perform a transaction
D) The number of hours a system is available for users

179) A common mistake that many managers tend to make is focusing on only one type of metrics because they are easier to measure. Which type of metrics do they focus on?
A) Effectiveness MIS metrics
B) Efficiency MIS metrics
C) Endurance MIS metrics
D) Product sales metrics

180) When analyzing the interrelationships between efficiency and effectiveness, where would a company ideally wants to operate?
A) With high efficiency
B) The upper right-hand corner of the interrelationship graph
C) With high effectiveness
D) All of the above

181) What is the process of continuously measuring system results, comparing those results to optimal system performance, and identifying steps and procedures to improve system performance?
A) Benchmarking
B) Bottlenecking
C) Consolidation
D) Cycle time

182) Which of the below is not included as part of a benchmark?
A) Benchmarks help assess how an MIS project performs over time
B) When measured against MIS projects, benchmarks can provide feedback so managers can control the system
C) Benchmarks help to establish baseline values the system seeks to attain
D) Benchmarks perform all of the above

183) As a manager for your company some of your responsibilities include measuring metrics and overseeing company strategies. You observe some critical success factors and see large increases in productivity. What would you suspect would be the primary reason for the large increases in productivity?
A) Decreases in effectiveness
B) Increases in effectiveness
C) Increases in executive roles
D) Decreases in efficiency

184) What are the most successful solutions or problem-solving methods that have been developed by a specific organization or industry?
A) ROI
B) Metrics
C) Best practices
D) KPI

185) What indicates the earning power of a project?
A) ROI
B) Metrics
C) Best practices
D) KPI

186) What are measurements that evaluate results to determine whether a project is meeting its goals?
A) ROI
B) Metrics
C) Best practices
D) KPI

187) What are the crucial steps companies perform to achieve their goals and objectives and implement their strategies?
A) ROI
B) CSF
C) KPI
D) None of the above

188) What are the quantifiable metrics a company uses to evaluate progress toward critical success factors?
A) ROI
B) CSF
C) KPI
D) None of the above

189) What is a time-series chart?
A) A type of graph in which a circle is divided into sectors that each represent a proportion of the whole.
B) A chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent.
C) A chart is a graphical representation showing change of a variable over time.
D) A small embedded line graph that illustrates a single trend.

190) What is an infographic?
A) A representation of information in a graphic format designed to make the data easily understandable at a glance.
B) A chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent.
C) A chart is a graphical representation showing change of a variable over time.
D) A small embedded line graph that illustrates a single trend.

191) Which of the following represent the top-down (executives to analysts) organizational levels of information technology systems?
A) TPS, DSS, EIS
B) DSS, TPS, EIS
C) EIS, DSS, TPS
D) None of the above, it varies from organization to organization

192) Which of the following is an incorrect enterprise view of information technology?
A) Processes are analytical for executives and transactional for analysts
B) Granularity is coarse for executives and fine for analysts
C) Processing is OLTP for executives and OLAP for analysts
D) None of the above

193) What can a model accomplish?
A) Calculate risks
B) Understand uncertainty
C) Manipulate time
D) All of the above

194) What is consolidation?
A) Involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B) The ability to look at information from different perspectives
C) Enables users to get details, and details of details, of information
D) Finds the inputs necessary to achieve a goal such as a desired level of output

195) What is pivot?
A) Involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B) Rotates data to display alternative presentations of the data
C) Enables users to get details, and details of details, of information
D) Finds the inputs necessary to achieve a goal such as a desired level of output

196) What is drill-down capability?
A) Involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B) The ability to look at information from different perspectives
C) Enables users to get details, and details of details, of information
D) Finds the inputs necessary to achieve a goal such as a desired level of output

197) What is slice-and-dice capability?
A) Involves the aggregation of information and features simple roll-ups to complex groupings of interrelated information
B) The ability to look at information from different perspectives
C) Enables users to get details, and details of details, of information
D) Finds the inputs necessary to achieve a goal such as a desired level of output

198) What compiles information from multiple sources and tailors it to meet user needs?
A) Drill-down
B) Sensitivity analysis
C) What-if analysis
D) Digital dashboard

199) What rotates data to display alternative presentations of the data?
A) Drill-down
B) Sensitivity analysis
C) What-if analysis
D) Pivot

200) What captures transaction and event information using technology to (1) process the information according to defined business rules, (2) store the information, and (3) update existing information to reflect the new information?
A) OLTP
B) OLAP
C) TPS
D) DSS

201) What is the basic business system that serves the operational level and assists in making structured decisions?
A) OLTP
B) OLAP
C) TPS
D) DSS

202) What encompasses all organizational information and its primary purpose is to support the performance of managerial analysis or semistructured decisions.
A) OLTP
B) OLAP
C) Analytical information
D) Transactional information

203) What encompasses all the information contained within a single business process or unit of work and its primary purpose is to support the performance of daily operational or structured decisions.
A) OLTP
B) OLAP
C) Analytical information
D) Transactional information

204) What is the manipulation of information to create business intelligence in support of strategic decision making?
A) OLTP
B) OLAP
C) TPS
D) DSS

205) What models information and provides assistance in evaluating and choosing among different courses of action?
A) OLTP
B) OLAP
C) TPS
D) DSS

206) What refers to the level of detail in the model or the decision-making process?
A) Granularity
B) Visualization
C) Digital Dashboard
D) All of the above

207) What produces graphical displays of patterns and complex relationships in large amounts of data?
A) Granularity
B) Visualization
C) Digital Dashboard
D) All of the above

208) What tracks KPIs and CSFs by compiling information from multiple sources and tailoring it to meet user needs?
A) Granularity
B) Visualization
C) Digital Dashboard
D) All of the above

209) What is a representation of information in a graphic format designed to make the data easily understandable at a glance?
A) Infographic.
B) Pie chart.
C) Bar chart.
D) Histogram.

210) What is a type of graph in which a circle is divided into sectors that each represent a proportion of the whole?
A) Infographic.
B) Pie chart.
C) Bar chart.
D) Histogram.

211) What is a chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent?
A) Infographic.
B) Pie chart.
C) Bar chart.
D) Histogram.

212) What is a graphical display of data using bars of different heights that groups numbers into ranges?
A) Infographic.
B) Pie chart.
C) Bar chart.
D) Histogram.

213) What is a small embedded line graph that illustrates a single trend?
A) Bar chart.
B) Histogram.
C) Time-series
D) Sparkline

214) What is a graphical representation showing change of a variable over time?
A) Bar chart.
B) Histogram.
C) Time-series
D) Sparkline

215) What is a pie chart?
A) A type of graph in which a circle is divided into sectors that each represent a proportion of the whole.
B) A chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent.
C) A graphical display of data using bars of different heights. It is similar to a bar chart, but a histogram groups numbers into ranges.
D) A small embedded line graph that illustrates a single trend.

216) What is a bar chart?
A) A type of graph in which a circle is divided into sectors that each represent a proportion of the whole.
B) A chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent.
C) A graphical display of data using bars of different heights. It is similar to a bar chart, but a histogram groups numbers into ranges.
D) A small embedded line graph that illustrates a single trend.

217) What is a histogram?
A) A type of graph in which a circle is divided into sectors that each represent a proportion of the whole.
B) A chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent.
C) A graphical display of data using bars of different heights that groups numbers into ranges.
D) A small embedded line graph that illustrates a single trend.

218) What is a sparkline?
A) A type of graph in which a circle is divided into sectors that each represent a proportion of the whole.
B) A chart or graph that presents grouped data with rectangular bars with lengths proportional to the values that they represent.
C) A graphical display of data using bars of different heights. It is similar to a bar chart, but a histogram groups numbers into ranges.
D) A small embedded line graph that illustrates a single trend.

219) Which of the below is considered an input in the systems thinking example of a TPS?
A) CRUD
B) Calculate
C) Report
D) Source Document

220) Which of the below is considered part of the process in the systems thinking example of a TPS?
A) Source Document
B) Calculate
C) Report
D) All of the above

221) Which of the below is considered the output in the systems thinking example of a TPS?
A) CRUD
B) Calculate
C) Report
D) Source Document

222) Which of the below is considered the input in the systems thinking example of a DSS?
A) TPS
B) What-If
C) Optimization
D) Forecasts

223) Which of the below is considered the process in the systems thinking example of a DSS?
A) TPS
B) Optimization
C) Forecasts
D) Simulation

224) Which of the below is considered the output in the systems thinking example of a DSS?
A) TPS
B) Optimization
C) Goal Seeking
D) Forecasts

225) Which of the below is correct in terms of granularity?
A) Refers to the level of detail in the model
B) The greater the granularity the deeper the level of detail of the data
C) The greater the granularity the deeper the level of fineness of the data
D) All of the above

226) Which of the following is a potential feature of a digital dashboard?
A) A hot list of KPIs refreshed every 15 minutes
B) A running line graph of planned versus actual production for the past 24 hours
C) A graph of stock market prices
D) All of the above

227) What is a simplified representation or abstraction of reality?
A) Model
B) Metric
C) Redundancy
D) Sensitivity Analysis

228) What can a manager use a model to do?
A) Calculate risk
B) Change variables
C) Understand uncertainty
D) All of the above

229) What would managers use to make structured decisions at the operational level?
A) Transactional information
B) Analytical information
C) EIS system
D) Intelligent system

230) Which of the below would create transactional information?
A) Projecting future sales growth
B) Making an airline reservation
C) A semistructured decision to hire more employees
D) Generating payroll reports

231) What are the three primary types of management information systems available to support decision making across the company levels?
A) Transaction Processing Systems, Decision Support Systems, Executive Information Systems
B) Analytical Information, Decision Support Systems, Executive Information Systems
C) Transaction Processing Systems, Drill-Down Systems, Expert Systems
D) What-If Analysis, Sensitivity Analysis, Goal-Seeking Analysis

232) A transaction processing system (TPS) is the basic business system that assists operational level analysts when making structured decisions. Which of the below is not an example of a TPS?
A) Target's internal company payroll system
B) Comfort Dental's patient diagnosis system
C) First Bank's overall accounting system
D) Stewart Sport's order entry system

233) What is the flow that a systems thinking approach using a TPS would follow?
A) Streamlining (Input) - CRUD, Calculate (Process) - Reports (Output)
B) Source Documents (Input) - Optimization Analysis (Process) - (Feedback) - (Output)
C) Source Documents (Input) - CRUD, Calculate (Process) - Reports (Output) - (Feedback)
D) Selling Documents (Input) - Cycle Time (Process) - Reports (Output) - (Feedback)

234) Online transaction processing (OLTP) is the capturing of transaction and event information using technology to _____.
A) Update existing information to reflect the new information
B) Store the information
C) Process the information according to defined business rules
D) All of the above

235) Which of the below does not represent an example of analytical information?
A) Trends and product statistics
B) Unstructured long-term decisions
C) Five year sales report
D) Future growth projections

236) Decision support systems or DSS's model information using OLAP, which provides assistance in evaluating and choosing among different courses of action. Which of the below does not represent an example of a DSS in business?
A) An insurance company using a system to gauge risk of providing insurance to drivers who have imperfect driving records.
B) A medical doctor may enter symptoms into a system to aid them in diagnosing and treating patients
C) A manufacturing digital dashboard showing visualizations of inventory and production
D) A dentist entering symptoms into a system to help diagnose and treat patients

237) What is the MIS system that manipulates information to create business intelligence in support of strategic decision making?
A) Online transaction processing (OLTP)
B) Online analytical processing (OLAP)
C) Digital dashboard
D) Visualization

238) When viewing systems thinking, source documents are the original transaction records. What would the source documents for a medical doctor's payroll system include?
A) Employee time sheets
B) Employee benefit reports
C) Employee wage rates
D) All of the above

239) Which of the below represent the four main DSS analysis techniques outlined in the chapter?
A) What-If Analysis, Sensitivity Analysis, Goal-Seeking Analysis, Optimization Analysis
B) Workflow Analysis, Sensitivity Analysis, Growth Analysis, Organizational Analysis
C) What-If Analysis, Structured Analysis, Goal-Seeking Analysis, Optimization Analysis
D) What-If Analysis, Sensitivity Analysis, Growth Analysis, Organizational Analysis

240) Tom Jordan is a manager for a McDonald's restaurant. Many of his key responsibilities include analyzing data and making key decisions for the success of his store. Tom's store has been experiencing decreased sales for breakfast services over the past 3 months. Tom is unsure why breakfast revenues are down while lunch and dinner revenues remain unchanged. Tom believes that he can drive revenue up by implementing a few different breakfast promotions such as free coffee or hash browns with the purchase of a meal. Tom performs an extensive analysis of how continuous changes in breakfast promotions could impact his daily revenue. What type of DSS analysis is Tom performing?
A) Optimization analysis
B) Sensitivity analysis
C) Transaction analysis
D) Goal-seeking analysis

241) What is the DSS analysis that checks the impact of a change in a variable or assumption on the model?
A) Optimization analysis
B) Goal-seeking analysis
C) Sensitivity analysis
D) What-if analysis

242) Online transaction processing (OLTP) and online analytical processing (OLAP) are similar MIS strategies used to help with business decision making. What is the primary difference between OLTP and OLAP?
A) OLTP is used at the operational level; OLAP is used at the managerial level
B) OLTP is used to capture transactional and event data; OLAP is used to manipulate information
C) OLTP is used to support structured decisions; OLAP is used to support semistructured decisions
D) All of the above

243) An optimization analysis finds the optimum value for a target variable by repeatedly changing other variables, subject to specified constraints. What can a manager determine by changing revenue and cost variables in an optimization analysis?
A) Calculate the highest potential profits
B) Calculate employee benefit payments
C) Use this as an extension for a digital dashboard
D) Create production schedules

244) What is the analysis that works in reverse to what-if and sensitivity analysis by finding the inputs necessary to achieve a goal such as a desired level of output?
A) Solutions based analysis
B) Optimization system
C) Goal-seeking analysis
D) Revenue analysis

245) Decision making at the executive or strategic level requires business intelligence and knowledge to support the uncertainty and complexity of the business. What is a specialized DSS that supports senior-level executives and unstructured decisions requiring judgment, evaluation, and insight?
A) OLTP
B) Executive Information System (EIS)
C) Transaction Support System (TSS)
D) Decision Support System (DSS)

246) Executives of a company deal less with details of the operational activities and deal more with the higher meaningful aggregations of information or "coarser" information. What refers to the level of detail in the model?
A) Drill-down
B) Visualization
C) Granularity
D) Consolidation

247) How does a DSS typically differ from an EIS?
A) EIS requires data from external sources to support unstructured decisions where a DSS typically uses internal sources to support semistructured decisions
B) DSS typically uses external sources and EIS uses internal sources to support decisions
C) A DSS never uses external sources
D) EIS always uses internal sources to support structured decisions

248) What is a graphical display of patterns and complex relationships in large amounts of data?
A) Visualization
B) Model
C) Table
D) Digital spreadsheet

249) What is a common tool that is used to support visualizations and tracks KPIs and CSFs by compiling information from multiple sources?
A) Models
B) Digital dashboards
C) Neural networks
D) Verified graphs

250) Which of the below is offered by a digital dashboard?
A) Consolidation
B) Drill-down
C) Slice-and-Dice
D) All of the above

251) Which of the below would not be found in a digital dashboard for a manufacturing team?
A) A graph of stock market prices
B) A running line graph of planned versus actual production for the past 24 hours
C) An excel spreadsheet with cost analysis data
D) A hot list of key performance indicators, refreshed every 15 minutes

252) As the product manager for the eatery division at Whole Foods, Jerry is responsible for analyzing sales data to help him manage his team. Today Jerry is analyzing his data using many different perspectives to identify different ways to improve his division. Which of the following common digital dashboard capabilities is Jerry using to analyze his department's success?
A) Slice-and-Dice
B) Pivot
C) Drill-down
D) Consolidation

253) As the product manager for the eatery division at Whole Foods, Jerry is responsible for analyzing sales data to help him manage his team. Today Jerry is analyzing his data using aggregation techniques allowing him to see simple roll-ups to complex groupings of interrelated information. Which of the following common digital dashboard capabilities is Jerry using to analyze his departments success?
A) Slice-and-Dice
B) Pivot
C) Drill-down
D) Consolidation

254) As the product manager for the eatery division at Whole Foods, Jerry is responsible for analyzing sales data to help him manage his team. Today Jerry is analyzing his data by looking at details, and details of details of information. Which of the following common digital dashboard capabilities is Jerry using to analyze his departments success?
A) Slice-and-Dice
B) Pivot
C) Drill-down
D) Consolidation

255) Van Lines Inc. is a large corporation operating in all 50 states. Jim Poulos is the regional manager overseeing the western division, which includes Utah, Colorado, Idaho, Montana, Wyoming, and Nevada. Jim receives data from his managers in each state which he loads into his digital dashboard for analysis of his entire western division. What digital dashboard capability is Jim primarily using?
A) Drill-down
B) Slice-and-dice
C) Intelligent system
D) Consolidation

256) What is a category of AI that attempts to emulate the way the human brain works?
A) Intelligent system
B) Artificial intelligence
C) Expert systems
D) Neural network

257) Which of the following is the most commonly used form of AI in the business arena?
A) Intelligent system
B) Artificial intelligence
C) Expert system
D) Neural network

258) What is a special-purpose knowledge-based information system that accomplishes specific tasks on behalf of its users?
A) Intelligent system
B) Artificial intelligence
C) Neural network
D) Intelligent agent

259) What do cargo transport systems, book distribution centers, the video game market, a flu epidemic, and an ant colony have in common?
A) They are all expert systems and thus share some characteristics
B) They are all genetic algorithm systems and thus share some characteristics
C) They are all neural network systems and thus share some characteristics
D) They are all complex adaptive systems and thus share some characteristics

260) Which industry has been relying on neural network technology for over two decades?
A) Food service
B) Hotels
C) Finance
D) Healthcare

261) Which type of AI system assigns values of 0 and 1 to vague or ambiguous information?
A) Genetic algorithms
B) Artificial intelligence
C) Fuzzy logic
D) Intelligent agents

262) Artificial Intelligence stimulates human thinking and behavior, such as the ability to reason and learn. What is the ultimate goal of AI?
A) To build an intelligent system
B) To build an intelligent agent
C) To build a system that can mimic human intelligence
D) To build a system that can mimic an expert agent

263) Which of the following is an example of an intelligent system?
A) The Firefighter Robot that can extinguish flames at chemical plants
B) Shell Oil's Smart Pump robot that pumps gas for the customer
C) A robot that cleans and sweeps at a local airport
D) All of the above

264) Which of the below does not represent a category of AI?
A) Genetic algorithms
B) Neural networks
C) Expert systems
D) Consolidation

265) What is the viewing of the physical world with computer-generated layers of information added to it?
A) Augmented reality
B) Google Glass
C) Haptic interface
D) Virtual reality

266) What is a wearable computer with an optical head-mounted display (OHMD)?
A) Augmented reality
B) Google Glass
C) Haptic interface
D) Virtual reality

267) What uses technology allowing humans to interact with a computer through bodily sensations and movements—for example, a cell phone vibrating in your pocket?
A) Augmented reality
B) Google Glass
C) Haptic interface
D) Virtual reality

268) What is augmented reality?
A) The viewing of the physical world with computer-generated layers of information added to it.
B) A wearable computer with an optical head-mounted display (OHMD).
C) Uses technology allowing humans to interact with a computer through bodily sensations and movements.
D) A work environment that is not located in any one physical space.

269) What is Google glass?
A) The viewing of the physical world with computer-generated layers of information added to it.
B) A wearable computer with an optical head-mounted display (OHMD).
C) Uses technology allowing humans to interact with a computer through bodily sensations and movements.
D) A work environment that is not located in any one physical space.

270) What is a haptic interface?
A) The viewing of the physical world with computer-generated layers of information added to it.
B) A wearable computer with an optical head-mounted display (OHMD).
C) Uses technology allowing humans to interact with a computer through bodily sensations and movements.
D) A work environment that is not located in any one physical space.

271) What is a virtual workplace?
A) The viewing of the physical world with computer-generated layers of information added to it.
B) A wearable computer with an optical head-mounted display (OHMD).
C) Uses technology allowing humans to interact with a computer through bodily sensations and movements.
D) A work environment that is not located in any one physical space.

272) What is a system that uses computerized advisory programs to imitate the reasoning processes of experts in solving difficult problems?
A) Expert system
B) Virtual reality
C) Neural network
D) Genetic algorithm

273) Which of the below categories of AI is used extensively in the finance industry to analyze situations where the logic or rules are unknown?
A) Expert system
B) Virtual reality
C) Neural network
D) Genetic algorithm

274) Which of the following is not a feature of a neural network?
A) Neural networks can cope with huge volumes of information with many variables
B) Neural networks can function without complete or well-structured information
C) Neural networks can analyze linear relationships only
D) Neural networks can learn and adjust to new circumstance on their own

275) What is the mathematical method of handling imprecise or subjective information?
A) Fuzzy logic
B) Virtual reality
C) Expert system
D) Genetic algorithm

276) Sears department stores used to plant employees in competitor stores to perform research and analysis. Recently the company implemented a system that can search competitor websites and provide comparisons of price, promotions, and availability and the system is saving time, money, and resources. What type of system did Sears implement?
A) Shopping algorithm
B) Shopping network
C) Shopping logic
D) Shopping bot

277) What is the process of learning from ecosystems and adapting their characteristics to human and organization situations?
A) Data collection
B) Artificial intelligence
C) Biomimicry
D) Intelligent system

278) Which of the following is a special-purpose knowledge based information system that accomplishes specific tasks on behalf of its users?
A) Intelligent agent
B) Executive agent
C) Expert agent
D) Modeling system

279) Which of the below offers a disadvantage for working virtually?
A) Increases in worker productivity
B) Increases in feelings of seclusion
C) Decreases in expenses for the company
D) Alleviation of congested roadways

280) What is a method whereby new problems are solved based on the solutions from similar cases solved in the past?
A) Case-based reasoning.
B) Machine Vision.
C) Machine vision sensitivity.
D) Machine vision resolution.

281) What is the ability of a computer to "see" by digitizing an image, processing the data it contains, and taking some kind of action?
A) Case-based reasoning.
B) Machine Vision.
C) Machine vision sensitivity.
D) Machine vision resolution.

282) What is the ability of a machine to see in dim light or to detect weak impulses at invisible wavelengths?
A) Case-based reasoning.
B) Machine Vision.
C) Machine vision sensitivity.
D) Machine vision resolution.

283) What is the extent to which a machine can differentiate between objects?
A) Case-based reasoning.
B) Machine Vision.
C) Machine vision sensitivity.
D) Machine vision resolution.

284) What is an optimizing system that can find and evaluate solutions with many more possibilities, faster and more thoroughly than a human?
A) Genetic algorithm
B) Expert system
C) Intelligent agent
D) Virtual reality

285) What is a process that employs specialized algorithms to model and study complex datasets; the method is also used to establish relationships among data and datasets?
A) Case-based reasoning.
B) Deep learning.
C) Machine vision sensitivity.
D) Machine vision resolution.

286) Bob Silver loves playing a game called World of Warcraft where he has the capability to create his own character and even his own life-like environment. Which AI system would you categorize World of Warcraft?
A) Multi-agent system
B) Expert system
C) Virtual reality
D) Fuzzy logic system

287) What refers to a set of instructions that completes a task?
A) Algorithm.
B) Machine learning.
C) Weak AI.
D) Strong AI.

288) What is a type of artificial intelligence that enables computers to both understand concepts in the environment, and also to learn?
A) Algorithm.
B) Machine learning.
C) Weak AI.
D) Strong AI.

289) What machines can still make their own decisions based on reasoning and past sets of data?
A) Algorithm.
B) Machine learning.
C) Weak AI.
D) Strong AI.

290) What refers to the field of artificial intelligence that works toward providing brain like powers to AI machines; in effect, it works to make machines as intelligent as the humans?
A) Algorithm.
B) Machine learning.
C) Weak AI.
D) Strong AI.

291) What is an algorithm?
A) Refers to a set of instructions that completes a task.
B) A type of artificial intelligence that enables computers to both understand concepts in the environment, and also to learn.
C) Machines can still make their own decisions based on reasoning and past sets of data
D) Refers to the field of artificial intelligence that works toward providing brain like powers to AI machines; in effect, it works to make machines as intelligent as the humans.

292) What is machine learning?
A) Refers to a set of instructions that completes a task.
B) A type of artificial intelligence that enables computers to both understand concepts in the environment, and also to learn.
C) Machines can still make their own decisions based on reasoning and past sets of data
D) Refers to the field of artificial intelligence that works toward providing brain like powers to AI machines; in effect, it works to make machines as intelligent as the humans.

293) What is weak AI?
A) Refers to a set of instructions that completes a task.
B) A type of artificial intelligence that enables computers to both understand concepts in the environment, and also to learn.
C) Machines can still make their own decisions based on reasoning and past sets of data
D) Refers to the field of artificial intelligence that works toward providing brain like powers to AI machines; in effect, it works to make machines as intelligent as the humans.

294) What is strong AI?
A) Refers to a set of instructions that completes a task.
B) A type of artificial intelligence that enables computers to both understand concepts in the environment, and also to learn.
C) Machines can still make their own decisions based on reasoning and past sets of data
D) Refers to the field of artificial intelligence that works toward providing brain like powers to AI machines; in effect, it works to make machines as intelligent as the humans.

295) Which of the following offers an example of an intelligent agent that uses a multi-agent system?
A) A cargo transport system
B) Book distribution center
C) A flu epidemic
D) All of the above

296) What types of business decisions would an EIS use AI for?
A) Semistructured decisions
B) Multistructured decisions
C) Structured decisions
D) Unstructured decisions

297) Which of the below business ideas is not using AI?
A) Best Buy implements a software system that will determine how many customers are needed to increase gross profits to $5 million
B) McDonald's unveiling a robot that cleans and tidies the restaurant, while also asking guests if it can take their trays to the trash
C) Starbucks creates a system that works like a hand and lifts and moves the mixing pots for the coffees to and from the coffee machines to the counters
D) Golf courses create an automated golf cart that can offer swing suggestions, club suggestions, and even navigate the course for the driver

298) What is the viewing of the physical world with computer-generated layers of information added to it?
A) Virtual reality
B) Augmented reality
C) Virtual workforce
D) All of the above

299) What is a computer-simulated environment that can be a simulation of the real world or an imaginary world?
A) Virtual reality
B) Augmented reality
C) Virtual workforce
D) All of the above

300) What is the process within a genetic algorithm of randomly trying combinations and evaluating the success (or failure) of the outcome.
A) Augmented reality
B) Mutation
C) Fuzzy logic
D) Shopping bot

301) What is software that will search several retailer websites and provide a comparison of each retailer's offerings including prices and availability?
A) Augmented reality
B) Mutation
C) Fuzzy logic
D) Shopping bot

302) Which of the below business processes would you find in the marketing and sales division?
A) Manufacturing inventory
B) Enrolling employees in health care benefits
C) Promoting of discounts
D) Creating financial statements

303) Which of the following departments is primarily responsible for promoting discounts, attracting customers, and communicating marketing campaigns?
A) Accounting and Finance
B) Marketing and Sales
C) Operations Management
D) Human Resources

304) Which of the following represents a business process you would find in the operations management department?
A) Ordering inventory
B) Processing sales
C) Promoting discounts
D) Paying of accounts payable

305) Most business processes are cross-functional or cross-departmental processes that span the entire organization. Which of the below does not represent a cross-functional business process?
A) Order-to-delivery process
B) Loan processing
C) Taking a product from concept to market
D) Processing payroll

306) The accounting and finance department performs processes such as creating financial statements, paying accounts payables, and collecting accounts receivables. What form of processes do these represent?
A) Customer-facing processes
B) Business-facing processes
C) Industry-specific customer facing processes
D) All of the above

307) What form of processes include loan processing for a bank, claims processing for an insurance company, reservation processing for a hotel, and baggage handling for an airline?
A) Customer-facing processes
B) Business-facing processes
C) Industry-specific customer-facing processes
D) All of the above

308) What type of process includes order processing, customer service processing, sales processing, customer billing processing, and order shipping processing?
A) Customer-facing processes
B) Business-facing processes
C) Industry-specific customer facing processes
D) All of the above

309) Which of the below represents business processes you would find in the human resources department?
A) Hiring employees
B) Enrolling employees in benefit plans
C) Tracking vacation and sick time
D) All of the above

310) What is the difference between customer-facing processes and business-facing processes?
A) Business-facing processes are front-office processes, customer-facing processes are back-office processes
B) Customer-facing processes are front-office processes, business-facing processes are back-office processes
C) Customer-facing processes are back-office processes, and industry-specific customer-facing processes are back-office processes
D) Customer-facing processes are back-office processes, and industry-specific customer-facing processes are front-office processes

311) Which of the below is a customer-facing process?
A) Communicating with customers
B) Strategic goal setting
C) Providing performance feedback and rewards
D) Purchasing raw materials

312) Which of the following represents a business-facing process?
A) Loan processing
B) Order processing
C) Strategic planning
D) Customer billing

313) When considering the 5-steps of the order-to-delivery business process, creating campaigns and checking inventory are included in which of the following?
A) Step 4 - Sales
B) Step 1 - Marketing
C) Step 3 - Operations management
D) Step 2 - Customer service

314) When considering the 5-steps of the order-to-delivery business process, supporting sales are included in which of the following?
A) Step 2 - Sales
B) Step 1 - Marketing
C) Step 3 - Operations management
D) Step 5 - Customer service

315) When considering the 5-steps of the order-to-delivery business process, manufacturing goods are included in which of the following?
A) Step 2 - Sales
B) Step 1 - Marketing
C) Step 3 - Operations management
D) Step 5 - Customer service

316) When considering the 5-steps of the order-to-delivery business process, placing orders, notifying production, and checking credit are included in which of the following?
A) Step 2 - Sales
B) Step 1 - Marketing
C) Step 3 - Operations management
D) Step 5 - Customer service

317) Which of the following processes focuses on the entire customer order process and operates across functional departments?
A) Order to delivery process
B) Customer billing process
C) Customer loan process
D) All of the above

318) Which of the below processes would be found in the operations management department?
A) Creating production schedules
B) Communicating marketing campaigns
C) Hiring employees
D) Processing sales

319) Which of the following should a business follow for success?
A) Technology choices should drive business processes
B) Business processes should drive technology choices
C) Technology choices should drive business strategies and goals
D) All of the above depending on the industry

320) What uses a systematic approach in an attempt to improve business effectiveness and efficiency continuously?
A) Static process
B) Dynamic process
C) Sales process
D) Customer service process

321) What continuously changes and provides business solutions to ever-changing business operations?
A) Static process
B) Dynamic process
C) Sales process
D) Customer service process

322) Managers constantly attempt to optimize _____ process.
A) Static process
B) Dynamic process
C) Sales process
D) Customer service process

323) Which of the following are examples of static processes?
A) Running payroll
B) Calculating taxes
C) Creating financial statements
D) All of the above

324) Which of the following are examples of dynamic processes?
A) Employee layoffs
B) Order level changes based on currency rates
C) Canceling business travel due to extreme weather
D) All of the above

325) Which of the following are examples of dynamic processes?
A) Running payroll
B) Calculating taxes
C) Creating financial statements
D) Employee layoffs

326) Which of the following are examples of static processes?
A) Employee layoffs
B) Order level changes based on currency rates
C) Canceling business travel due to extreme weather
D) Creating financial statements

327) As the business and its strategies change, so do the _____ processes.
A) Static
B) Dynamic
C) Sales
D) Customer service

328) Business process modeling or mapping, is the activity of creating a detailed flowchart or process map of a work process that shows its inputs, tasks, and activities in a _____ sequence.
A) Unstructured
B) Semistructured
C) Structured
D) Unilateral

329) What is a graphical notation that depicts the steps in a business process?
A) Business process model nation
B) Business practice model notation
C) Business process model notation
D) Business practice management notes

330) What displays the path in which the process flows?
A) BPMN Event
B) BPMN Activity
C) BPMN Flow
D) BPMN Gateway

331) What is a task in a business process?
A) BPMN Event
B) BPMN Activity
C) BPMN Flow
D) BPMN Gateway

332) What is anything that happens during the course of a business process?
A) BPMN Event
B) BPMN Activity
C) BPMN Flow
D) BPMN Gateway

333) What is used to control the flow of a process?
A) BPMN Event
B) BPMN Activity
C) BPMN Flow
D) BPMN Gateway

334) What is represented by a circle in a business process model?
A) BPMN Event
B) BPMN Activity
C) BPMN Flow
D) BPMN Gateway

335) What is represented by a rounded-corner rectangle in a business process model?
A) BPMN Event
B) BPMN Activity
C) BPMN Flow
D) BPMN Gateway

336) What is represented by a diamond shape in a business process model?
A) BPMN Event
B) BPMN Activity
C) BPMN Flow
D) BPMN Gateway

337) What is represented by arrows in a business process model?
A) BPMN Event
B) BPMN Activity
C) BPMN Flow
D) BPMN Gateway

338) Jessica Ulta works as an employee for City Service Credit Union and is responsible for consulting on loans, talking clients through the loan process, and providing loans to members. What type of processes does Jessica primarily work with?
A) Business-facing processes
B) Industry-specific customer facing processes
C) Customer-facing process
D) Industry-specific business-facing processes

339) Sarah Schin was recently hired by Bank West as the Global Director of Human Resources. Her job duties include determining employment policies as well as overseeing all hiring, firing, and training of employees. What type of processes does Sarah's new job demonstrate?
A) Business-facing processes
B) Industry-specific customer facing processes
C) Customer-facing process
D) Industry-specific business-facing processes

340) What is a model that represents the current state of the operation without any specific improvements or changes to existing processes?
A) As-Is process models
B) To-Be process models
C) Competitive business process models
D) Workflow model

341) What is the business process model that ensures the process is fully and clearly understood before the details of a process solution are decided upon?
A) As-is process model
B) Business process reengineering model
C) Customer facing process
D) To-Be process model

342) What is the difference between the As-Is process model and the To-Be process model?
A) The As-Is process model begins with what the process problem is, and the To-Be process model displays how the problem will be solved
B) The process models are not related
C) Both process models determine when to solve the problem
D) The As-Is process model begins with where to implement the solution, and the To-Be process model displays why the problem needs to be fixed

343) What is the primary goal of the As-Is process model?
A) To outline the process elements for the To-Be process
B) To create process choices for the As-Is process
C) To simplify, eliminate, and improve the To-Be process
D) To analyze the To-Be process elements

344) The local florist in town is Cheryl Steffan who has been in business for over 20 years. Recently, Cheryl has noticed several complaints about delivery errors. Cheryl decides to investigate the errors in her business delivery process and finds that most of the inaccuracies occur during order taking. Cheryl decides to implement an electronic ordering system to help improve order efficiency and effectiveness. What method did Cheryl follow to solve her delivery issues?
A) Modeled the As-Is process, fixed the errors, and then created the To-Be process
B) Modeled the To-Be process, fixed the errors, and then created the As-Is process
C) Moved directly to implementing the To-Be process without analyzing the As-Is process
D) Moved directly to implementing the As-Is process without analyzing the To-Be process

345) What is the primary goal of using As-Is and To-Be process models?
A) To determine employee specific errors
B) To determine measurement metrics
C) To determine the best way to solve a problem
D) To determine what the problem is and then how to solve the problem

346) Review the below list of key terms and determine which one typically occurs during operational business process improvement
A) Automation
B) Streamlining
C) Reengineering
D) Improvement

347) Review the below list of key terms and determine which one typically occurs during managerial business process improvement.
A) Automation
B) Streamlining
C) Reengineering
D) Improvement

348) Review the below list of key terms and determine which one typically occurs during strategic business process improvement.
A) Automation
B) Streamlining
C) Reengineering
D) Improvement

349) Which of the below examples indicates when the time is right to initiate a business process change?
A) The market being served makes a distinctive shift
B) The company is below industry benchmarks on its core processes
C) The company strategically passes or leapfrogs the competition on key decisions to regain competitive advantage
D) All of the above

350) What does BPR assume about the current process in the extreme?
A) Current process is irrelevant
B) Current process is broken
C) Current process must be overhauled from scratch
D) All of the above

351) Which of the below processes attempt to understand and measure the current process and make improvements?
A) Business process mapping
B) Business process reengineering
C) Business process improvement
D) Business process model

352) What makes analytics part of a business process?
A) Operationalized analytics.
B) Robotic process automation.
C) Deep learning.
D) Machine learning.

353) What is the use of software with artificial intelligence (AI) and machine learning capabilities to handle high-volume, repeatable tasks that previously required a human to perform?
A) Operationalized analytics.
B) Robotic process automation.
C) Deep learning.
D) Machine learning.

354) What is a workflow control system?
A) Monitors processes to ensure tasks, activities, and responsibilities are executed as specified.
B) Includes the tasks, activities, and responsibilities required to execute each step in a business process.
C) Attempts to understand and measure the current process and make performance improvements accordingly.
D) All of the above

355) Transaction processing systems are primarily used to automate business processes. Automation increases efficiency and effectiveness, while reducing head count which in turn reduces the overall operational _____.
A) Costs
B) Systems
C) Revenues
D) Intelligence

356) Several factors can accelerate the need for a company to make business improvement processes. What is the most prevalent factor?
A) Market shifts
B) Technology
C) Discoveries
D) Bottlenecking

357) What improves managerial level business processes?
A) Performance measures
B) Bottlenecks
C) Redundancy
D) Streamlining

358) What is the point when resources reach full capacity and cannot handle any additional demands?
A) Optimization analysis
B) Bottlenecks
C) Redundancy
D) Swim lane

359) Which of the following represents an example of a technology that actually disrupts and slows workflow?
A) Email
B) Twitter
C) Facebook
D) All of the above

360) Automating a business process that contains _____ or _____ will magnify or amplify these problems if they are not corrected first.
A) Bottlenecks or regulations
B) Redundancies or regulations
C) Bottlenecks or redundancies
D) Redundancies or swim lanes

361) Fedex is a great example of a company that created a competitive advantage through combining MIS and _____.
A) Traditional distribution and logistics processes
B) Logistic processes and an As-Is process model
C) Artificial intelligence and As-Is process model
D) Swim lanes and logistic processes

362) What is the analysis and redesign of workflow within and between enterprises?
A) Critical success factors (CSFs)
B) Benchmarking metrics
C) Business process reengineering (BPR)
D) Decision support interfaces (DSI)

363) Changing business processes with MIS outlines how to improve the three levels of business processes which include operational, managerial, and strategic. From operational to strategic, what are the three major improvement strategies that the author describes?
A) Automation – streamlining - reengineering
B) Artificial intelligence – streamlining - reengineering
C) Automation – workflow - reinvention
D) Automation – consolidating - restructuring

364) Which of the below represents the four main steps in the business process reengineering?
A) Set project problem, study competition, create new products, and implement solution
B) Set project scope, study competition, create new products, and implement solution
C) Set project scope, study competition, create new processes, and implement solution
D) Study competition, set project scope, create new processes, and implement solutions

365) Which of the following explains why a company would implement a BPR strategy?
A) To encourage competition
B) To decrease customers
C) To create value for the customer
D) All of the above

366) What includes the tasks, activities, and responsibilities required to execute each step in a business process?
A) Workflow
B) Swim lane
C) Automation
D) Streamlining

367) What is the process of computerizing manual tasks, making them more efficient and effective and dramatically lowering operational costs?
A) Workflow
B) Swim lane
C) Automation
D) Streamlining

368) What improves business process efficiencies by simplifying or eliminating unnecessary steps?
A) Workflow
B) Swim lane
C) Automation
D) Streamlining

369) What occurs when resources reach full capacity and cannot handle any additional demands limiting throughput and impeding operations?
A) Bottlenecks
B) Redundancy
C) Automation
D) Streamlining

370) What occurs when a task or activity is unnecessarily repeated?
A) Bottlenecks
B) Redundancy
C) Automation
D) Streamlining

371) What are static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes?
A) Operational business processes
B) Managerial business processes
C) Strategic business processes
D) Success business processes

372) What are dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions?
A) Operational business processes
B) Managerial business processes
C) Strategic business processes
D) Success business processes

373) What are semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements?
A) Operational business processes
B) Managerial business processes
C) Strategic business processes
D) Success business processes

374) What are managerial business processes?
A) Dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.
B) Semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements
C) Static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
D) None of the above

375) What are strategic business processes?
A) Dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.
B) Semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements
C) Static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
D) None of the above

376) What are operational business processes?
A) Dynamic, nonroutine, long-term business processes such as financial planning, expansion strategies, and stakeholder interactions.
B) Semidynamic, semiroutine, monthly business processes such as resource allocation, sales strategy, or manufacturing process improvements
C) Static, routine, daily business processes such as stocking inventory, checking out customers, or daily opening and closing processes.
D) None of the above

377) Explain the importance of decision making for managers at each of the three primary organization levels along with the associated decision characteristics.

378) Define critical success factors (CSFs) and key performance indicators (KPIs), and explain how managers use them to measure the success of MIS projects.

379) Classify the different operational support systems, managerial support systems, and strategic support systems, and explain how managers can use these systems to make decisions and gain competitive advantages.

380) Describe artificial intelligence, and identify its five main types.

381) Explain the value of business processes for a company, and differentiate between customer-facing and business-facing process.

382) Demonstrate the value of business process modeling, and compare As-Is and To-Be models.

383) Differentiate among business process improvements, streamlining, and reengineering.