

SAMPLE EXAMINATION
1BV20: Business Information Systems Management

Q1. Which of the following EIS types can be considered domain-specific?

- a) Product Lifecycle Management System
- b) Hospital Information System
- c) Supplier Relationship Management System

Correct answer: "B".

Q2. An EIS impacts organizational *effectiveness* by integrating the enterprise *vertically* and *horizontally*. It integrates *vertically* by managing data/information across operational, tactical and strategic organizational levels. It integrates *horizontally* by managing data/information across the major functions of the organization (e.g. sales, production, finance, procurement). In the practical assignment 1B, you were expected to perform a complete "order-to-cash process" within a fictitious company (GBI Inc.) using SAP ERP. Which form or forms of integration does the EIS system facilitate in this particular assignment work?

- a) Horizontal
- b) Vertical
- c) Both Horizontal and Vertical

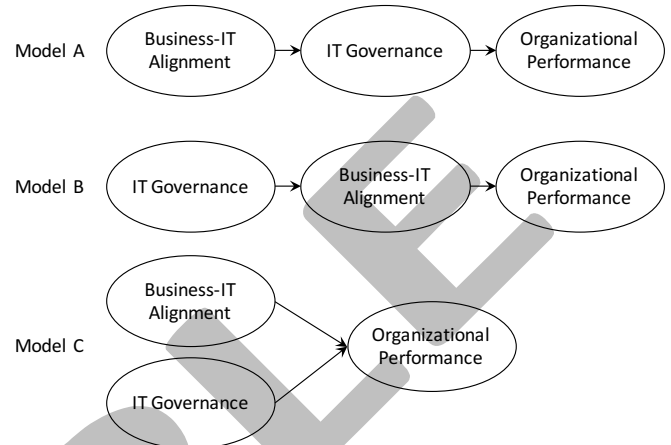
Correct answer: "A". In the "order-to-cash process", the users go through a couple of functional modules (to be precise: Sales and Distribution (SD), Materials Management (MM) and Financial Accounting (FI)). Accordingly, the system facilitated effectiveness through "Horizontal" integration (as opposed to vertical). It did so by integrating different functional areas of a business. It facilitated cross-functional, process-wide information management, e.g., to have process information digitally available across business processes, to avoid data inconsistency in the process (e.g. on orders, customers, products).

Q3. Which of the following statements should NOT be part of a definition of Business-IT alignment?

- a) The business strategy enables the IT strategy
- b) IT application stays over time congruent with business strategy
- c) The business strategy is shared by the IT strategy

Correct answer is "A". Option B is based on Luftman & Brier; option C is based on Reich and Benbasat. Option A is wrong since IT strategy according to the definitions provided either supports business strategy or fits to it. Business strategy is therefore always leading. The other direction, implied by 1 is not part of the concept.

Q4. Empirical research has shown that business-IT alignment has a positive effect on organizational performance. Which of the following models is presented in the lecture to support this statement?



- a) Model A
- b) Model B
- c) Model C

Correct answer: Model B, as depicted in the slide (the way you organize impacts the achieved level of alignment which impacts the performance).

Q5. Which of the following is NOT a success factor for achieving Business-IT alignment?

- a) IT understands the business
- b) IT is sufficiently modern
- c) Well-prioritized IT projects

Correct answer: B. Options A and C are mentioned on slide 19. Option B is nice but not required. You can have perfect alignment as a conservative follower of technology with slightly outdated IT.

Q6. Which of the following is a type of IT resource?

- a) An IT asset
- b) An IT capability
- c) Both

Correct answer: C. See the definition on the slide in Lec 2.

Q7. Which of these statements is NOT a challenge for an individual engaged in virtual teamwork?

- a) Career and workplace involvement
- b) Trust
- c) Management practices

Correct answer: C. See Lec 2 slides 58-59.

Q8. According to Weill and his colleagues, IT-Governance has two major components: the accountability framework, and the

- a) Cost considerations
- b) Decision rights
- c) Business plan

Correct answer is B; see Lec 4 slide 5

Q9. According to Weill and Ross five major IT decisions need to be allocated. The one described as “Strategies for the base foundation of budgeted-for IT capability (both technical and human) shared throughout the firm as reliable services, and centrally coordinated” refers to:

- a) IT Principles
- b) IT Architecture
- c) IT Infrastructure

Correct answer is C; see Lec 4 slide 8

Q10. When looking at the profiles that characterize the role of a CIO, the following table has been presented:

	Is allowed	Is not allowed
Is capable	X	
Is not capable		

The role on position X is named as:

- a) Orchestrator
- b) Advisor
- c) Mechanic

Correct answer is A; see Lec 4 slide 13

Q11. We presented a framework for classification of types of benefits in a business case. One of these options was described as: “By judging agreed criteria, specific individuals or groups will use their experience or judgement to decide the extent the benefit will be realized”. The option is:

- a) Quantifiable benefits
- b) Measurable benefits
- c) Observable benefits

Correct answer is C; see Lec 4 slide 30

Q12. Sam has just purchased 10 new high speed color laser printers for his company. He is very excited because he got a 40% discount and paid only \$2,990 for each unit.

Which of the statements is *NOT* true?

- a) Sam should also have looked at end of life costs.
- b) Sam should also have looked at the costs of removing the current printers.

- c) Sam should also have looked at yearly operating costs.

Correct answer is B; you should take a TCO approach to purchasing. End of life and operating costs are a part of that. The costs of removing the current printers are not (they are a given, and not influenced by this decision).

Q13. When discussing ethical behavior, three different theories have been discussed. Look at the following example. An organization decides to advocate green computing. On this subject, which of the following statements can *NOT* be true?

- a) The decision is taken while following the stockholder theory.
- b) The decision is taken while following the stakeholder theory.
- c) The decision is not related to ethical issues.

Correct answer is C; If the costs of green computing are less then benefits achieved by projecting such a positive picture it can be good for stockholder value. So answers 1 and 2 can occur. Green computing currently is not regulated by law, and therefore is an open question. The answer cannot be derived from logical or legal arguments. It is therefore an ethical issue).

Q14. Which of the following statement is true?

- a) Ethical principles encompass laws.
- b) Laws encompass ethical principles.
- c) Ethical principles and laws are distinct.

Correct answer is C.

Q15. Which of the following is not an advantage of on-demand type of EIS architecture?

- a) Lower start-up costs, because there is no cost for hardware and network infrastructure.
- b) Dynamic scalability, because more power/space is available on-demand.
- c) Reliability, because this type of architecture creates a self-healing infrastructure.

Correct answer is C. See Lec 3, slide 26.

Q16. Which of the following is one of the principles of the 4-tier architecture?

- a) A tier provides services to the tier directly above it.
- b) All EIS parts are assigned to four tiers.
- c) A tier can use all tiers below it.

Correct answer is A. See Lec.3 slide 47.

Q17. Which of the following CRM component supports the front-end bank employee in making decision whether to lower the customers' monthly fee based on the customer value?

- a) Operational CRM
- b) Analytical CRM
- c) Executive CRM

Correct answer is B. See Lec.3 slide 11.

Q18. Which of the following is *NOT* a functionality of a Supply Chain Management System?

- a) Forecasting supply and demand and check actual-versus-forecasted demand
- b) Track the physical status of goods for inbound and outbound shipments
- c) Decreasing prices of goods if actual-versus-forecasted demand is lower

Correct answer is C. Lecture 3 slide 22.

Q19. Which tier of the 4-tier architecture calculates for each employee his monthly bonus? (The amount of bonus is based on the monthly revenue of that employee and the number of his transactions.)

- a) tier 1: Business Data Objects
- b) tier 2: Business Functions
- c) tier 3: Business Processes

Correct answer is B. Lecture 3, slides 38-48.

Q20. According to the traditional EIS development lifecycle (as presented in the lecture handouts), in which of the following lifecycle phases is this specific task most likely to take place: 'gap analysis for order-processing'?

- a) Analysis
- b) Design
- c) Investigation

Correct answer is "A". Lec.5 Slide 8

Q21. Which of the following situations should *NOT* be expected in a project that follows an *agile EIS implementation approach*?

- a) Performing analysis, design and implementation of the EIS in a flat sequence
- b) Starting with smaller sets of system requirements that are well-known, and progressing with them to later stages
- c) Releasing working functionality to EIS end-users incrementally every 4 weeks

Correct answer is "A". Lec.6 Slide 26

Q22. Consider the following situations that can occur in an EIS implementation project:

- 1- Changing an implemented feature in a future release
- 2- Performing analysis, design and implementation concurrently

Which of the situations listed above can be expected to take place in a project that follows an *agile EIS implementation approach*?

- a) Only 1
- b) Only 2
- c) Both 1 and 2

Correct answer is "C". Lec.5 Slide 31

Q23. Which project management process group (as presented in the lecture handouts) involves most closely the "quality assurance" task? (Note that *quality assurance is process oriented and focuses on defect prevention, while quality control is product oriented and focuses on defect identification.*)

- a) Execution
- b) Testing
- c) Monitoring and controlling

Correct answer is "A". Lec.6 Slide 9

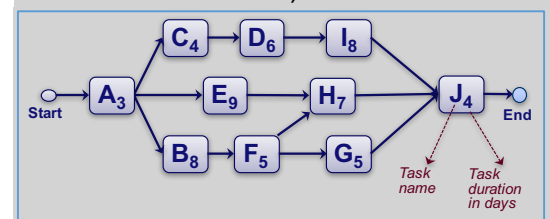
Q24. Consider the following information about the tasks of a project.

Task	Preceding Task	Estimated Duration (days)
A	-	3
B	A	8
C	A	4
D	C	6
E	A	9
F	B	5
G	F	5
H	E, F	7
I	D	8
J	G, H, I	4

Accordingly, which tasks are in the *critical path*, and what is project's planned *total duration*?

- a) A-B-F-H-J, 27 days
- b) A-B-F-G-J, 25 days
- c) A-E-H-J, 23 days

Correct answer is "A". , and the duration is 27 days



Q25. According to the project tasks and the plan given above in Q24, what is the *float* (in days) for task E?

- a) 2
- b) 4
- c) 0

Correct answer is "B". Lec.6 Slide 21

Q26. Consider the following tasks in a typical EIS implementation project:

- 1- Communicating the project progress to the executive management
- 2- Resolving an escalated issue about two departments in the organization as the decisive authority

For which of these tasks, the *project manager* will be the ultimate responsible?

- a) Only 1
- b) Only 2
- c) Both 1 and 2

Correct answer is "A". Lec.6 Slide 26

Q27. Consider the following tasks in a typical EIS implementation project:

- 1- Meeting with a subject matter expert in the warehouse branch to better understand the interaction between the purchasing and the warehouse.
- 2- Choosing between different techniques for integrating with the legacy system for data transfer.

For which of these tasks, the *functional team* will be the ultimate responsible?

- a) Only 1
- b) Only 2
- c) Both 1 and 2

Correct answer is "A". Lec.6 Slide 26

Q28. In the paper by Finney and Corbett (2007), the authors present the results of their literature review on the critical success factors (CSFs) of ERP implementations. They found '*change management*' as one of the most cited CSF in the literature. Accordingly, which of the following task or tasks does change management involve?

- 1- Building a positive employee attitude towards the EIS and the project.
- 2- Securing the support of opinion leaders throughout the organization.

Choices are:

- a) Only 1
- b) Only 2
- c) Both 1 and 2

Correct answer is "C". Check Finney and Corbett (2007), pg.336.

Q30. "A customer spends on average \$100/visit, but today has only spent \$20." Based on the definition discussed in lecture 7, this statement refers to:

- a) Data
- b) Information
- c) Knowledge

Correct answer is "B". Information is data endowed with relevance and purpose

Q32. "Predicting the number of kilograms that a specific patient is likely to lose within 1 year after tomorrow's bariatric surgery" is an example of:

- a) Clustering
- b) Classification
- c) Estimation

Correct answer is "C". Predicting a continuous value.

Q33. Which of the following is NOT a phase of the CRISP-DM framework?

- a) Business Understanding
- b) Data Exploration
- c) Evaluation

Correct answer is "B". Lec 7, Slide 36.

Q34. The first guest lecture introduced the methodology –i.e. the Value Delivery Framework, that the KPMG uses in transformation programs in organizations. Which of the following activities in this framework is addressed the *least* in the traditional EIS implementation lifecycle?

- a) Business model strategy
- b) Requirements management
- c) Release management

Correct answer is "A". Business model strategy is not addressed in trad. LC as it assumes that there is a already business case. Release management is indirectly addressed in Implementation and Maintenance.

Q35. The Guest lecturer from TIBCO presented an Analytic Maturity Framework. In this framework, 'event processing' is considered to be:

- a) Of lower maturity as compared to predictive analysis
- b) Of higher maturity as compared to predictive analysis
- c) Unrelated to the level of maturity

Correct answer is "B". See Guest Lec 2- slide 23).

Note that, the final and retake exams are likely to have more number of questions.