

# Chapter 1

*Student:* \_\_\_\_\_

1. Why do students need to study information technology?
  - A. Information technology is everywhere in business
  - B. Information technology is rarely discussed in business magazines
  - C. Information technology is rarely used in organizations
  - D. Information technology is found in only a few businesses
  
2. What is any computer-based tool that people use to work with information and support the information and information-processing needs of an organization?
  - A. Information systems
  - B. Management information systems
  - C. Technology's role in business
  - D. Technology's impact on business
  
3. What is the function that plans for, develops, implements, and maintains IT hardware, software, and applications that people use to support the goals of an organization?
  - A. Information technology
  - B. Management information systems
  - C. Technology's role in business
  - D. Technology's impact on business

4. What can IT enable an organization to accomplish?

- A. Reduce costs
- B. Improve productivity
- C. Generate growth
- D. All of the above

5. Which of the following represents the order of priority for the three primary organizational key resources?

- A. Information systems, People, Processes
- B. People, Processes, Information systems
- C. Information systems, Processes, People
- D. People, processes, profit

6. Which of the following represents the relationship between functional areas in a business?

- A. Independent
- B. Autonomous
- C. Interdependent
- D. Self-sufficient

7. Which of the following statements is true?

- A. IS equals business success
- B. IS equals business innovation
- C. IS represents business success and innovation
- D. IS enables business success and innovation

8. Which of the following is not a department found in most businesses?

- A. Human resources
- B. Accounting
- C. Management information systems (MIS)
- D. Payroll

9. What is the name of a company's internal IT department?

- A. Management information systems (MIS)
- B. Information systems (IS)
- C. Information technology (IT)
- D. All of the above

10. What are raw facts that describe the characteristics of an event?

- A. Information
- B. Knowledge
- C. Data
- D. All of the above

11. What is data that has been converted into meaningful and useful context?

- A. Information
- B. Knowledge
- C. Information systems
- D. All of the above

12. Which of the following is considered information?

- A. Quantity sold
- B. Date sold
- C. Best selling item by month
- D. All of the above

13. Which of the following is considered data?

- A. Quantity sold
- B. Best customer by month
- C. Best selling item by month
- D. Worst selling item by month

14. Which information culture can cause an organization to have a great degree of difficulty operating?

- A. Information-functional culture
- B. Information-sharing culture
- C. Information-inquiring culture
- D. Information-discovery culture

15. Which information culture encourages employees across departments to be open to new insights about crisis and radical changes and seek ways to create competitive advantages?

- A. Information-functional culture
- B. Information-sharing culture
- C. Information-inquiring culture
- D. Information-discovery culture

16. Which information culture allows employees across departments to use information (especially about problems and failures) to improve performance?

- A. Information-functional culture
- B. Information-sharing culture
- C. Information-inquiring culture
- D. Information-discovery culture

17. Which information culture allows employees across departments to search for information to better understand the future and align themselves with current trends and new directions?

- A. Information-functional culture
- B. Information-sharing culture
- C. Information-inquiring culture
- D. Information-discovery culture

18. Which of the following is not one of Thomas Friedman's 10 forces that flattened the world?

- A. Netscape IPO
- B. Fall of the Berlin wall
- C. Microsoft IPO
- D. Wireless

19. What did Thomas Friedman believe happened to the world because of the unplanned cascade of technological and social shifts?
- A. The world became bigger
  - B. The world became flat
  - C. The world became larger
  - D. The world became more sophisticated
20. Which of the following information cultures would have the greatest negative impact on Apple's business?
- A. Information-functional culture
  - B. Information-sharing culture
  - C. Information-inquiring culture
  - D. Information-discovery culture
21. What is a competitive advantage?
- A. A product that an organization's customers place a lesser value on than similar offerings from a competitor
  - B. A product or service that an organization's customers value more highly than similar offerings from a supplier
  - C. A service that an organization's customers place a lesser value on than similar offerings from a supplier
  - D. A product or service that an organization's customers place a greater value on than similar offerings from a competitor

22. What occurs when an organization can significantly impact its market share by being the first to market with a competitive advantage?

- A. Private exchange
- B. First-mover advantage
- C. Environmental scanning
- D. Loyalty program

23. What is the acquisition and analysis of events and trends in the environment external to an organization?

- A. Private exchange
- B. First-mover advantage
- C. Environmental scanning
- D. Loyalty program

24. Which company, in the text, uses environmental scanning to determine everything from how well competing products are selling to the strategic placement of its own products?

- A. Kia
- B. FedEx
- C. Frito Lay
- D. Audi



25. All of the following are common tools used in industry to analyze and develop competitive advantages, except:

- A. Five Forces Model
- B. Three Generic Strategies
- C. Competitive analysis model
- D. Value chain analysis

26. What does the Five Forces Model help determine the relative attractiveness of?

- A. An organization
- B. A company
- C. An industry
- D. An investment

27. Which of the following is not one of Porter's Five Forces?

- A. Buyer power
- B. Supplier power
- C. Threat of substitute buyers
- D. Rivalry among existing competitors

28. Which of the following forces is commonly reduced through the use of a loyalty program?

- A. Buyer power
- B. Supplier power
- C. Threat of new entrants
- D. Rivalry among existing competitors

29. Which of the following represents buyer power in Porter's Five Forces Model?

- A. Low when buyers have many choices of whom to buy from and high when their choices are few
- B. High when buyers have many choices of whom to buy from and low when their choices are few
- C. Low when buyers have many customers of whom to buy from and low when their customers are few
- D. High when buyers have many customers of whom to buy from and low when their customers are few

30. Which of the following represents supplier power in Porter's Five Forces Model?

- A. High when buyers have few choices of whom to buy from and low when their choices are many
- B. Low when buyers have few choices of whom to buy from and high when their choices are many
- C. High when buyers have many choices of whom to buy from and low when their choices are few
- D. None of the above

31. Which of the following is an example of a loyalty program?

- A. Frequent-flier programs for airlines
- B. Frequent-stayer programs for hotels
- C. Frequent-dining programs for restaurants
- D. All of the above

32. What is a business-to-business marketplace?

- A. An Internet-based service that brings together many buyers
- B. A personal business that brings together many sellers
- C. An Internet-based service that brings together many buyers and sellers
- D. A personal business that brings together many buyers and sellers

33. What is a business-to-business (B2B) marketplace in which a single buyer posts its needs and then opens the bidding to any supplier who would care to bid?

- A. Reverse auction
- B. Private exchange
- C. Private auction
- D. Reverse exchange

34. What is an auction format in which increasingly lower bids are solicited from organizations willing to supply the desired product or service at an increasingly lower price?
- A. Reverse auction
  - B. Private exchange
  - C. Private auction
  - D. Reverse exchange
35. Which of the following is an example of the way that information technology can reduce supplier power for an organization?
- A. Switching costs
  - B. Reverse auction
  - C. Entry barrier
  - D. Loyalty program
36. What is an entry barrier?
- A. A product feature that customers have come to expect from organizations in a particular industry and must be offered by an entering organization to compete and survive
  - B. A service feature that customers have come to expect from organizations in a particular industry and must be offered by an entering organization to compete and survive
  - C. A product or service feature that customers have come to expect from organizations in a particular industry and must be offered by an entering organization to compete and survive
  - D. A product or service feature that customers no longer expect from organizations in a particular industry and do not need to be offered by an entering organization to compete and survive

37. Which of the following forces is commonly reduced through the use of switching costs?

- A. Buyer power
- B. Supplier power
- C. Threat of substitute products or services
- D. Rivalry among existing competitors

38. What is high when competition is fierce in a market and low when competition is more complacent?

- A. Buyer power
- B. Supplier power
- C. Threat of substitute products or services
- D. Rivalry among existing competitors

39. All of the following are part of Porter's Three Generic Strategies, except:

- A. Broad cost leadership
- B. Broad differentiation
- C. Focused strategy
- D. Business process strategy

40. Which of the following is Hyundai using as its generic strategy?

- A. Broad cost leadership
- B. Broad differentiation
- C. Focused cost leadership
- D. Focused differentiation

41. Which of the following is Hummer using as its generic strategy?

- A. Broad cost leadership
- B. Broad differentiation
- C. Focused cost leadership
- D. Focused differentiation

42. Which of the following is considered a business process?

- A. Processing a customer's order
- B. Processing a customer's inquiry
- C. Processing a customer's complaint
- D. All of the above

43. Which of the following can an organization use to evaluate the effectiveness of its business processes?

- A. Porter's Five Forces Model
- B. Three generic strategies
- C. Value chain
- D. First-mover advantage strategy

44. Which approach views an organization as a series of process, each of which adds value to the product or service for each customer?

- A. Low cost strategy
- B. Business process
- C. Value chain
- D. First-mover advantage

45. Which part of the value chain acquires raw materials and manufactures, delivers, markets, sells, and provides after-sales services?

- A. Primary value activities
- B. Secondary value activities
- C. Support value activities
- D. None of the above

46. Which of the following supports the primary value activities in the value chain?

- A. Primary value activities
- B. Secondary value activities
- C. Support value activities
- D. None of the above

47. Which part of the value chain includes firm infrastructure, human resources management, technology development, and procurement?

- A. Primary value activities
- B. Secondary value activities
- C. Support value activities
- D. None of the above

48. Which one of the business functions receives the benefits the most from Information Systems when compared to others?

- A. Security
- B. Human Resources
- C. IT Operations
- D. Customer Service



49. Which one of the following is used for decision making?

- A. Information
- B. Knowledge
- C. Information systems
- D. All of the above

50. Which of the following is considered knowledge?

- A. Quantity sold
- B. Date sold
- C. Best selling item
- D. Historical trend of quantity sold

51. Which of the following companies uses the focused differentiation strategy?

- A. Hyundai
- B. Audi
- C. Kia
- D. Tesla

52. Which of the following companies uses the broad differentiation strategy?

- A. Hyundai
- B. Audi
- C. Kia
- D. Tesla

53. Which of the following companies uses the focused cost leadership strategy?

- A. Hyundai
- B. Audi
- C. Kia
- D. Tesla

54. Information systems are implemented to support a company's competitive business

\_\_\_\_\_.

- A. Market share
- B. Technology
- C. Profitability
- D. Strategy

55. Which of the following companies uses the broad cost leadership strategy?

- A. Hyundai
- B. Audi
- C. Kia
- D. Tesla

56. \_\_\_\_\_ in the Five Forces Model is high when it is easy for new competitors to enter a market and low when there are significant entry barriers to entering a market.

- A. Buyer power
- B. Supplier power
- C. Threat of new entrants
- D. Rivalry among existing competitors

57. The ***threat of new entrants*** in the Five Forces Model is \_\_\_\_\_ when it is easy for new competitors to enter a market and low when there are significant entry barriers to entering a market.

- A. low
- B. high
- C. unchanged
- D. unaffected

58. \_\_\_\_\_ in the Porter's Five Forces Model is high when buyers have many choices of whom to buy from and low when their choices are few.

- A. Buyer power
- B. Supplier power
- C. Threat of new entrants
- D. Rivalry among existing competitors

59. Buyer power in the Porter's Five Forces Model is \_\_\_\_\_ when buyers have many choices of whom to buy from and low when their choices are few.

- A. low
- B. high
- C. unchanged
- D. unaffected

60. Who is responsible for ensuring the ethical and legal use of information within an organization?

- A. CIO
- B. CTO
- C. CPO
- D. CSO

61. \_\_\_\_\_ is high when buyers have few choices of whom to buy from and low when their choices are many.

- A. Buyer power
- B. Supplier power
- C. Threat of new entrants
- D. Rivalry among existing competitors

62. Supplier power is \_\_\_\_\_ when buyers have few choices of whom to buy from and low when their choices are many.

- A. low
- B. high
- C. unchanged
- D. unaffected

63. Supplier power is high when buyers have \_\_\_\_\_ choices of whom to buy from and low when their choices are many.

- A. more
- B. few
- C. many
- D. too many

64. Which of the following activities does a CIO perform?

- A. Oversees all uses of information technology
- B. Ensures the strategic alignment of IT with business goals
- C. Ensures the strategic alignment of IT with business objectives
- D. All of the above

65. Broad functions of a CIO include all of the following, except:

- A. Ensuring the delivery of all IT projects, on time and within budget
- B. Ensuring that the strategic vision of IT is in line with the strategic vision of the organization
- C. Building and maintaining strong executive relationships
- D. Building and maintaining strong customer processes

66. Which issue concerns CIOs the most?

- A. Security
- B. Budgeting
- C. Enhancing customer satisfaction and retaining customers
- D. Marketing

67. Who is responsible for ensuring the throughput, transaction speed, accuracy, system availability, and reliability of an organization's information technology?

- A. CIO
- B. CPO
- C. CTO
- D. CSO

68. Who is responsible for ensuring the security of IT systems and developing strategies and IT safeguards against attacks from hackers and viruses?

- A. CIO
- B. CPO
- C. CTO
- D. CSO

69. Who is responsible for collecting, maintaining, and distributing an organization's knowledge?

- A. CIO
- B. CSO
- C. CTO
- D. CKO

70. The Five Forces Model, the three generic strategies, and value chain analysis are all methods by which organizations can assess their \_\_\_\_\_.

- A. Market share
- B. Information systems
- C. Profitability
- D. Competitive advantage

71. It is the responsibility of the CIO to ensure effective communications between business and IT personnel.

True   False

72. Managers need to understand that IS success is incredibly easy to measure.

True   False

73. The Five Forces Model, the three generic strategies, and value chain analysis are all methods by which organizations can assess their competitive advantage.

True   False

74. The three generic strategies are broad competitive approaches that organizations fall under.

True   False

75. Information systems are implemented to support a company's competitive business strategy.

True   False



76. Information technology equals business success and innovation.

True False

77. Almost all organizations today have an internal IT department, often called Information Technology (IT), Information Systems (IS), or Management Information Systems (MIS).

True False

78. The information which is actionable is referred to as knowledge.

True False

79. Three key resources-people, processes, and information systems, (in that order of priority)-are inextricably linked. If one fails, they all fail.

True False

80. The four common information sharing cultures include information-functional culture, information-sharing culture, information-inquiring culture, and information-discovery culture.

True False

81. A competitive advantage is typically temporary, unless it is a first-mover advantage.

True False

82. Buyer power, supplier power, threat of new entrants, threat of products or services, and rivalry among existing competitors are all included in Porter's Five Forces Model.

True False

83. Switching costs are typically used to influence the threat of substitute products or services.

True False

84. An entry barrier is typically used to influence the rivalry among existing competitors.

True False

85. Kia is following a broad differentiation strategy.

True False

86. In telephone industry, the local number portability (LNP) feature decreases the threat of substitute products.

True False

87. Job titles, roles, and responsibilities do not differ from organization to organization.

True False

88. \_\_\_\_\_ is responsible for ensuring the ethical and legal use of information within an organization.

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89. The ability to use the same telephone number while switching the carrier company is called

\_\_\_\_\_.

\_\_\_\_\_

90. \_\_\_\_\_ is "actionable information" which is used for decision making.

\_\_\_\_\_

91. The three generic strategies are broad \_\_\_\_\_ approaches that organizations fall under.

\_\_\_\_\_

92. \_\_\_\_\_ information systems is the function that plans for, develops implements, and maintains IT hardware, software, and applications that people use to support the goals of an organization.

\_\_\_\_\_

93. Information technology is any computer-based tool that people use to work with \_\_\_\_\_ and support the information and information processing needs of an organization.

\_\_\_\_\_

94. \_\_\_\_\_ are raw facts that describe the characteristics of an event.

\_\_\_\_\_

95. \_\_\_\_\_ is data converted into a meaningful and useful context.

\_\_\_\_\_

96. Information-\_\_\_\_\_ culture allows employees across departments to search for information to better understand the future and align themselves with current trends and new directions.

\_\_\_\_\_

97. A(n) \_\_\_\_\_ advantage is a product or service that an organization's customers place a greater value on than similar offerings from a competitor.

\_\_\_\_\_

98. A first mover advantage occurs when an organization can significantly impact its market share by being the first to market with a \_\_\_\_\_ advantage.

\_\_\_\_\_

99. Environmental scanning is the acquisition and analysis of events and trends in the environment \_\_\_\_\_ to an organization.

\_\_\_\_\_

100. The Five Forces Model helps to determine the relative attractiveness of a/an \_\_\_\_\_.

\_\_\_\_\_

101. Buyer power, supplier power, threat of substitute products or services, threat of new \_\_\_\_\_, and rivalry among existing competitors are all included in Porter's Five Forces Model.

\_\_\_\_\_

102. \_\_\_\_\_ power in the Porter's Five Forces Model is high when buyers have few choices of whom to buy from and low when their choices are many.

\_\_\_\_\_

103. \_\_\_\_\_ power in the Porter's Five Forces Model is high when buyers have many choices of whom to buy from and low when their choices are few.

\_\_\_\_\_

104. \_\_\_\_\_ programs reward customers based on the amount of business they do with a particular organization.

\_\_\_\_\_

105. The travel industry is famous for its \_\_\_\_\_ programs.

\_\_\_\_\_

106. A(n) \_\_\_\_\_ chain consists of all parties involved, directly or indirectly, in the procurement of a product or raw material.

\_\_\_\_\_

107.A(n) \_\_\_\_\_ exchange is a business-to-business (B2B) marketplace in which a single buyer posts its needs and then opens the bidding to any supplier who would care to bid.

\_\_\_\_\_

108.A reverse auction is an auction format in which increasingly lower bids are solicited from organizations willing to supply the desired product or service at an increasingly \_\_\_\_\_ price.

\_\_\_\_\_

109.\_\_\_\_\_ costs are costs that can make customers reluctant to switch to another product or service.

\_\_\_\_\_

110.An entry \_\_\_\_\_ is a product or service feature that customers have come to expect from organizations in a particular industry and must be offered by an entering organization to compete and survive.

\_\_\_\_\_

111.Rivalry among existing competitors is \_\_\_\_\_ when competition is fierce in a market.

\_\_\_\_\_

112.Audi is following a broad \_\_\_\_\_ strategy with its Quattro model which is available at several price points.

\_\_\_\_\_

113.A(n) \_\_\_\_\_ process is a standardized set of activities that accomplish a specific task, such as processing a customer's order.

\_\_\_\_\_

114.Market and sell the product or service is considered a \_\_\_\_\_ value activity in the value chain.

\_\_\_\_\_

115.\_\_\_\_\_ value activities in the value chain acquire raw materials and manufactures, delivers, markets, sells, and provides after-sales services.

\_\_\_\_\_

116.\_\_\_\_\_ value activities include firm infrastructure, human resource management, technology development, and procurement.

\_\_\_\_\_

117.\_\_\_\_\_ is an executive-level position that involves high-level strategic planning and management of information systems pertaining to the creation, storage, and use of information by a business.

\_\_\_\_\_

118.\_\_\_\_\_ is responsible for ensuring the throughput, speed, accuracy, availability, and reliability of an organization's information technology.

\_\_\_\_\_

119.The \_\_\_\_\_, the three generic strategies, and value chain analysis are all methods by which organizations can assess their competitive advantage.

\_\_\_\_\_

120.The Five Forces Model, the \_\_\_\_\_, and value chain analysis are all methods by which organizations can assess their competitive advantage.

\_\_\_\_\_

121.The Five Forces Model, the three generic strategies, and \_\_\_\_\_ are all methods by which organizations can assess their competitive advantage.

\_\_\_\_\_

122.The Five Forces Model, the three generic strategies, and value chain analysis are all methods by which organizations can assess their \_\_\_\_\_ advantage.

\_\_\_\_\_

123.The Five Forces Model, the three generic strategies, and value chain analysis are all methods by which organizations can assess their competitive \_\_\_\_\_.

\_\_\_\_\_

124.\_\_\_\_\_ chain analysis is a highly useful tool in that it provides hard and fast numbers for evaluating the activities that add value to products and services.

\_\_\_\_\_



125.Value chain analysis is a highly useful tool in that it provides hard and fast numbers for evaluating the activities that add \_\_\_\_\_ to products and services.

\_\_\_\_\_

126.The \_\_\_\_\_ knowledge officer is responsible for collecting, maintaining, and distributing the organization's knowledge.

\_\_\_\_\_

127.The chief \_\_\_\_\_ officer is responsible for collecting, maintaining, and distributing the organization's knowledge.

\_\_\_\_\_

128.IS personnel must understand the \_\_\_\_\_ if the organization is going to determine which technologies can benefit (or hurt) the business.

\_\_\_\_\_

129.The Five Forces Model, the three generic strategies, and value chain analysis are all \_\_\_\_\_ by which organizations can assess their competitive advantage.

\_\_\_\_\_

130. Discuss what is meant by the term "business-driven information systems".

131. Compare management information systems (MIS) and information technology (IS).

132. Explain the relationship among people, processes, information systems, and information.

133. Identify four different departments in a typical business and explain how technology helps them to work together.

134. Distinguish between Information Systems and Information Technology.

135. Do you agree or disagree with Friedman's assessment that the world is flat? Be sure to justify your answer.

136.Explain why competitive advantages are typically temporary.

137.Explain how Frito Lay uses environmental scanning.

138.Describe and compare buyer power and supplier power in Porter's Five Forces Model. Also, explain how an organization can manipulate buyer power and supplier power.

139. List and describe Porter's three generic strategies and provide an example of a company that is using each strategy.

140. Explain value chains and the differences between primary and support value activities.

141. Distinguish among data, information, and knowledge.

142.What is the competitive advantage? What are the common tools that organizations use for developing the competitive advantage?

143.What is a business process? Describe upon how organizations evaluate the effectiveness of their business processes.

144.Compare and contrast the five forces model, the three generic strategies, and the value chain analysis. And comment upon how information systems drive the business.

145. List and describe the five common IT-related strategic positions.

146. Describe the gap between business personnel and IT personnel and what an organization can do to close this gap.

## c1 Key

1. Why do students need to study information technology?

(p. 4)

- A. Information technology is everywhere in business
- B. Information technology is rarely discussed in business magazines
- C. Information technology is rarely used in organizations
- D. Information technology is found in only a few businesses

Information technology is everywhere in business, see the Figure Technology in Business Week and Fortune.

*Chapter - Chapter 01 #1*

*Gradable: automatic*

*Learning Outcome: 1.1*

*Level: Easy*

2. What is any computer-based tool that people use to work with information and support the information and information-processing needs of an organization?

(p. 6)

- A. Information systems
- B. Management information systems
- C. Technology's role in business
- D. Technology's impact on business

This is the definition of information systems.

*Chapter - Chapter 01 #2*



3. What is the function that plans for, develops, implements, and maintains IT hardware, software, and applications that people use to support the goals of an organization?  
(p. 7)

- A. Information technology
- B.** Management information systems
- C. Technology's role in business
- D. Technology's impact on business

This is the definition of management information systems.

4. What can IT enable an organization to accomplish?  
(p. 5)

- A. Reduce costs
- B. Improve productivity
- C. Generate growth
- D.** All of the above

IT can enable an organization to accomplish all of the above as displayed in the figure Business Benefits and Information Technology Project Goals.

5. Which of the following represents the order of priority for the three primary organizational key resources?  
(p. 8)

- A. Information systems, People, Processes
- B.** People, Processes, Information systems
- C. Information systems, Processes, People
- D. People, processes, profit

The key resources—people, processes, and information systems (in that order of priority)—are inextricably linked and are essential for the creation of information.

Chapter - Chapter 01 #5

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

6. Which of the following represents the relationship between functional areas in a business?  
(p. 5)

- A. Independent
- B. Autonomous
- C.** Interdependent
- D. Self-sufficient

Functional areas are interdependent.

Chapter - Chapter 01 #6

Gradable: automatic

Learning Outcome: 1.1

Level: Easy

7. Which of the following statements is true?

(p. 6)

- A. IS equals business success
- B. IS equals business innovation
- C. IS represents business success and innovation
- D.** IS enables business success and innovation

IT is an important enabler of business success and innovation.

Chapter - Chapter 01 #7

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

8. Which of the following is not a department found in most businesses?

(p. 6)

- A. Human resources
- B. Accounting
- C. Management information systems (MIS)
- D.** Payroll

Payroll is a task performed by the Accounting department.

Chapter - Chapter 01 #6

Gradable: automatic

Learning Outcome: 1.2

Level: Medium

9. What is the name of a company's internal IT department?

(p. 6)

- A. Management information systems (MIS)
- B. Information systems (IS)
- C. Information technology (IT)
- D.** All of the above

Typical organizations have an internal IS department often called Information Technology (IT), Information Systems (IS), or Management Information Systems (MIS).

*Chapter - Chapter 01 #9*

*Gradable: automatic*

*Learning Outcome: 1.2*

*Level: Easy*

10. What are raw facts that describe the characteristics of an event?

(p. 7)

- A. Information
- B. Knowledge
- C.** Data
- D. All of the above

This is the definition of data.

*Chapter - Chapter 01 #10*

*Gradable: automatic*

*Learning Outcome: 1.2*

*Level: Easy*

11. What is data that has been converted into meaningful and useful context?

(p. 7)

- A. Information
- B. Knowledge
- C. Information systems
- D. All of the above

This is the definition of information.

Chapter - Chapter 01 #11

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

12. Which of the following is considered information?

(p. 7)

- A. Quantity sold
- B. Date sold
- C. Best selling item by month
- D. All of the above

Best selling item by month is information.

Chapter - Chapter 01 #12

Gradable: automatic

Learning Outcome: 1.2

Level: Medium

13. Which of the following is considered data?

(p. 7)

- A. Quantity sold
- B. Best customer by month
- C. Best selling item by month
- D. Worst selling item by month

Quantity sold is data.

Chapter - Chapter 01 #13

Gradable: automatic

Learning Outcome: 1.2

Level: Medium

14. Which information culture can cause an organization to have a great degree of difficulty operating?

(p. 8)

- A. Information-functional culture
- B. Information-sharing culture
- C. Information-inquiring culture
- D. Information-discovery culture

If an organization operates with an information-functional culture it will have a great degree of difficulty operating.

Chapter - Chapter 01 #14

Gradable: automatic

Learning Outcome: 1.2

Level: Medium

15. Which information culture encourages employees across departments to be open to new insights about crisis and radical changes and seek ways to create competitive advantages?  
(p. 9)

- A. Information-functional culture
- B. Information-sharing culture
- C. Information-inquiring culture
- D. Information-discovery culture

An information-discovery culture will allow an organization to get products to market quickly and easily see a 360-degree view of its entire organization?

*Chapter - Chapter 01 #15*

*Gradable: automatic*

*Learning Outcome: 1.2*

*Level: Easy*

16. Which information culture allows employees across departments to use information (especially about problems and failures) to improve performance?  
(p. 9)

- A. Information-functional culture
- B. Information-sharing culture
- C. Information-inquiring culture
- D. Information-discovery culture

This is the definition of information-sharing culture.

*Chapter - Chapter 01 #16*

*Gradable: automatic*

*Learning Outcome: 1.2*

*Level: Easy*

17. Which information culture allows employees across departments to search for information to better understand the future and align themselves with current trends and new directions?  
(p. 9)

- A. Information-functional culture
- B. Information-sharing culture
- C. Information-inquiring culture
- D. Information-discovery culture

This is the definition of information-inquiring culture.

*Chapter - Chapter 01 #17*

*Gradable: automatic*

*Learning Outcome: 1.2*

*Level: Easy*

18. Which of the following is not one of Thomas Friedman's 10 forces that flattened the world?  
(p. 24)

- A. Netscape IPO
- B. Fall of the Berlin wall
- C. Microsoft IPO
- D. Wireless

Microsoft's IPO is not one of Friedman's flatteners.

*Chapter - Chapter 01 #18*

*Gradable: automatic*

*Learning Outcome: 1.1*

*Level: Hard*



19. What did Thomas Friedman believe happened to the world because of the unplanned cascade of technological and social shifts?  
(p. 23)

- A. The world became bigger
- B. The world became flat**
- C. The world became larger
- D. The world became more sophisticated

Thomas Friedman believes that the world became flat.

Chapter - Chapter 01 #19

Gradable: automatic

Learning Outcome: 1.1

Level: Medium

20. Which of the following information cultures would have the greatest negative impact on Apple's business?  
(p. 9)

- A. Information-functional culture**
- B. Information-sharing culture
- C. Information-inquiring culture
- D. Information-discovery culture

In an information-functional culture employees use information as a means of exercising influence or power over others. With this type of culture it would be difficult for Apple to gain visibility into its overall operations.

Chapter - Chapter 01 #20

Gradable: automatic

Learning Outcome: 1.2

Level: Hard

21. What is a competitive advantage?

(p. 13)

- A. A product that an organization's customers place a lesser value on than similar offerings from a competitor
- B. A product or service that an organization's customers value more highly than similar offerings from a supplier
- C. A service that an organization's customers place a lesser value on than similar offerings from a supplier
- D. A product or service that an organization's customers place a greater value on than similar offerings from a competitor

This is the definition of competitive advantage.

Chapter - Chapter 01 #21

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

22. What occurs when an organization can significantly impact its market share by being the first to market with a competitive advantage?

(p. 13)

- A. Private exchange
- B. First-mover advantage
- C. Environmental scanning
- D. Loyalty program

This is the definition of first-mover advantage.

Chapter - Chapter 01 #22

23. What is the acquisition and analysis of events and trends in the environment external to an organization?  
(p. 14)

- A. Private exchange
- B. First-mover advantage
- C. Environmental scanning
- D. Loyalty program

This is the definition of environmental scanning.

24. Which company, in the text, uses environmental scanning to determine everything from how well competing products are selling to the strategic placement of its own products?  
(p. 14)

- A. Kia
- B. FedEx
- C. Frito Lay
- D. Audi

Frito Lay uses environment scanning extensively.

25. All of the following are common tools used in industry to analyze and develop competitive advantages, except:  
(p. 14)

- A. Five Forces Model
- B. Three Generic Strategies
- C. Competitive analysis model
- D. Value chain analysis

A competitive analysis model is not discussed in this text.

Chapter - Chapter 01 #25

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

26. What does the Five Forces Model help determine the relative attractiveness of?  
(p. 14)

- A. An organization
- B. A company
- C. An industry
- D. An investment

This is the definition of Porter's Five Forces Model.

Chapter - Chapter 01 #26

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

27. Which of the following is not one of Porter's Five Forces?

(p. 14)

- A. Buyer power
- B. Supplier power
- C. Threat of substitute buyers**
- D. Rivalry among existing competitors

The answer should be the threat of substitute products or services, not substitute buyers.

Chapter - Chapter 01 #27

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

28. Which of the following forces is commonly reduced through the use of a loyalty program?

(p. 15)

- A. Buyer power**
- B. Supplier power
- C. Threat of new entrants
- D. Rivalry among existing competitors

To reduce buyer power an organization must make it more attractive for customers to buy from them than from their competition. One of the best IT-based examples is the loyalty programs that many organizations offer.

Chapter - Chapter 01 #26

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

29. Which of the following represents buyer power in Porter's Five Forces Model?

(p. 15)

- A. Low when buyers have many choices of whom to buy from and high when their choices are few
- B.** High when buyers have many choices of whom to buy from and low when their choices are few
- C. Low when buyers have many customers of whom to buy from and low when their customers are few
- D. High when buyers have many customers of whom to buy from and low when their customers are few

This is the definition of buyer power.

*Chapter - Chapter 01 #29*

*Gradable: automatic*

*Learning Outcome: 1.4*

*Level: Medium*

30. Which of the following represents supplier power in Porter's Five Forces Model?

(p. 15)

- A. High when buyers have few choices of whom to buy from and low when their choices are many
- B. Low when buyers have few choices of whom to buy from and high when their choices are many
- C. High when buyers have many choices of whom to buy from and low when their choices are few
- D. None of the above

This is the definition of supplier power.

Chapter - Chapter 01 #30

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

31. Which of the following is an example of a loyalty program?

(p. 14-15)

- A. Frequent-flier programs for airlines
- B. Frequent-stayer programs for hotels
- C. Frequent-dining programs for restaurants
- D. All of the above

All of the above are examples of loyalty programs.

Chapter - Chapter 01 #31

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

32. What is a business-to-business marketplace?

(p. 15)

- A. An Internet-based service that brings together many buyers
- B. A personal business that brings together many sellers
- C.** An Internet-based service that brings together many buyers and sellers
- D. A personal business that brings together many buyers and sellers

This is the definition of B2B marketplace.

Chapter - Chapter 01 #32

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

33. What is a business-to-business (B2B) marketplace in which a single buyer posts its needs and then opens the bidding to any supplier who would care to bid?

(p. 15)

- A. Reverse auction
- B.** Private exchange
- C. Private auction
- D. Reverse exchange

This is the definition of private exchange.

Chapter - Chapter 01 #33

Gradable: automatic

Learning Outcome: 1.4

Level: Easy



34. What is an auction format in which increasingly lower bids are solicited from organizations willing to supply the desired product or service at an increasingly lower price?
- (p. 15)

- A.** Reverse auction
- B. Private exchange
- C. Private auction
- D. Reverse exchange

This is the definition of reverse auction.

Chapter - Chapter 01 #34

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

35. Which of the following is an example of the way that information technology can reduce supplier power for an organization?
- (p. 15)

- A. Switching costs
- B.** Reverse auction
- C. Entry barrier
- D. Loyalty program

A reverse auction reduces supplier power, while switching costs and entry barriers are typically used to increase supplier power.

Chapter - Chapter 01 #35

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

36. What is an entry barrier?

(p. 16)

- A. A product feature that customers have come to expect from organizations in a particular industry and must be offered by an entering organization to compete and survive
- B. A service feature that customers have come to expect from organizations in a particular industry and must be offered by an entering organization to compete and survive
- C. A product or service feature that customers have come to expect from organizations in a particular industry and must be offered by an entering organization to compete and survive
- D. A product or service feature that customers no longer expect from organizations in a particular industry and do not need to be offered by an entering organization to compete and survive

This is the definition of entry barrier.

*Chapter - Chapter 01 #36*

*Gradable: automatic*

*Learning Outcome: 1.4*

*Level: Medium*

37. Which of the following forces is commonly reduced through the use of switching costs?

(p. 15)

- A. Buyer power
- B. Supplier power
- C. Threat of substitute products or services**
- D. Rivalry among existing competitors

To reduce buyer power an organization must make it more attractive for customers to buy from them than from their competition. One of the best IT-based examples is the loyalty programs that many organizations offer.

Chapter - Chapter 01 #37

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

38. What is high when competition is fierce in a market and low when competition is more complacent?

(p. 16)

- A. Buyer power
- B. Supplier power
- C. Threat of substitute products or services
- D. Rivalry among existing competitors**

This is the definition of rivalry among existing competitors.

Chapter - Chapter 01 #36

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

39. All of the following are part of Porter's Three Generic Strategies, except:

(p. 16)

- A. Broad cost leadership
- B. Broad differentiation
- C. Focused strategy
- D.** Business process strategy

Business process strategy is not a part of Porter's Three Generic Strategies.

Chapter - Chapter 01 #39

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

40. Which of the following is Hyundai using as its generic strategy?

(p. 17)

- A.** Broad cost leadership
- B. Broad differentiation
- C. Focused cost leadership
- D. Focused differentiation

Hyundai is following a broad cost leadership strategy.

Chapter - Chapter 01 #40

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

41. Which of the following is Hummer using as its generic strategy?

(p. 17)

- A. Broad cost leadership
- B. Broad differentiation
- C. Focused cost leadership
- D.** Focused differentiation

Hummer is following a focused differentiation strategy.

Chapter - Chapter 01 #41

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

42. Which of the following is considered a business process?

(p. 18)

- A. Processing a customer's order
- B. Processing a customer's inquiry
- C. Processing a customer's complaint
- D.** All of the above

All of the above are considered business processes.

Chapter - Chapter 01 #42

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

43. Which of the following can an organization use to evaluate the effectiveness of its business processes?  
(p. 18)

- A. Porter's Five Forces Model
- B. Three generic strategies
- C. Value chain
- D. First-mover advantage strategy

Value chains are designed to evaluate business processes.

Chapter - Chapter 01 #43

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

44. Which approach views an organization as a series of process, each of which adds value to the product or service for each customer?  
(p. 18)

- A. Low cost strategy
- B. Business process
- C. Value chain
- D. First-mover advantage

This is the definition of value chain.

Chapter - Chapter 01 #44

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

45. Which part of the value chain acquires raw materials and manufactures, delivers, markets, *(p. 18-19)* sells, and provides after-sales services?

- A. Primary value activities
- B. Secondary value activities
- C. Support value activities
- D. None of the above

This is the definition of primary value activities.

*Chapter - Chapter 01 #45*

*Gradable: automatic*

*Learning Outcome: 1.4*

*Level: Medium*

46. Which of the following supports the primary value activities in the value chain? *(p. 18-19)*

- A. Primary value activities
- B. Secondary value activities
- C. Support value activities
- D. None of the above

This is the definition of support value activities.

*Chapter - Chapter 01 #46*

*Gradable: automatic*

*Learning Outcome: 1.4*

*Level: Medium*

47. Which part of the value chain includes firm infrastructure, human resources management, technology development, and procurement?  
(p. 18)

- A. Primary value activities
- B. Secondary value activities
- C. Support value activities**
- D. None of the above

These functions are a part of the support value activities.

Chapter - Chapter 01 #47

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

48. Which one of the business functions receives the benefits the most from Information Systems when compared to others?  
(p. 4)

- A. Security
- B. Human Resources
- C. IT Operations
- D. Customer Service**

Figure 2.4 presents data regarding business units and the greatest benefits received from Information Systems.

Chapter - Chapter 01 #46

Gradable: automatic

Learning Outcome: 1.1

Level: Medium



49. Which one of the following is used for decision making?

(p. 7)

- A. Information
- B.** Knowledge
- C. Information systems
- D. All of the above

Knowledge is "actionable information" which is used for decision making.

Chapter - Chapter 01 #49

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

50. Which of the following is considered knowledge?

(p. 7)

- A. Quantity sold
- B. Date sold
- C. Best selling item
- D.** Historical trend of quantity sold

Knowledge is "actionable information".

Chapter - Chapter 01 #50

Gradable: automatic

Learning Outcome: 1.2

Level: Medium

51. Which of the following companies uses the focused differentiation strategy?

(p. 17)

A. Hyundai

B. Audi

C. Kia

**D.** Tesla

Tesla is following a focused differentiation strategy.

Chapter - Chapter 01 #51

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

52. Which of the following companies uses the broad differentiation strategy?

(p. 17)

A. Hyundai

**B.** Audi

C. Kia

D. Tesla

Audi is pursuing the broad differentiation strategy.

Chapter - Chapter 01 #52

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

53. Which of the following companies uses the focused cost leadership strategy?

(p. 17)

A. Hyundai

B. Audi

**C.** Kia

D. Tesla

Kia has a more focused cost leadership strategy.

Chapter - Chapter 01 #53

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

54. Information systems are implemented to support a company's competitive business

(p. 20)

\_\_\_\_\_.

A. Market share

B. Technology

C. Profitability

**D.** Strategy

Information systems are implemented to support a company's competitive business strategy.

Chapter - Chapter 01 #54

Gradable: automatic

Learning Outcome: 1.5

Level: Medium

55. Which of the following companies uses the broad cost leadership strategy?

(p. 17)

A. Hyundai

B. Audi

C. Kia

D. Tesla

Hyundai is following a broad cost leadership strategy.

Chapter - Chapter 01 #55

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

56. \_\_\_\_\_ in the Five Forces Model is high when it is easy for new competitors to enter a market and low when there are significant entry barriers to entering a market.

(p. 16)

A. Buyer power

B. Supplier power

C. Threat of new entrants

D. Rivalry among existing competitors

The ***threat of new entrants*** in the Five Forces Model is high when it is easy for new competitors to enter a market and low when there are significant entry barriers to entering a market.

Chapter - Chapter 01 #56

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

57. The ***threat of new entrants*** in the Five Forces Model is \_\_\_\_\_ when it is easy for new competitors to enter a market and low when there are significant entry barriers to entering a market.

(p. 16)

- A. low
- B.** high
- C. unchanged
- D. unaffected

The ***threat of new entrants*** in the Five Forces Model is high when it is easy for new competitors to enter a market and low when there are significant entry barriers to entering a market.

Chapter - Chapter 01 #57

Gradable: automatic

Learning Outcome: 1.4

Level: Medium

58. \_\_\_\_\_ in the Porter's Five Forces Model is high when buyers have many choices of whom to buy from and low when their choices are few.

(p. 15)

- A.** Buyer power
- B. Supplier power
- C. Threat of new entrants
- D. Rivalry among existing competitors

Buyer power in the Porter's Five Forces Model is high when buyers have many choices of whom to buy from and low when their choices are few.

Chapter - Chapter 01 #56

59. Buyer power in the Porter's Five Forces Model is \_\_\_\_\_ when buyers have many choices of whom to buy from and low when their choices are few.  
(p. 15)

- A. low
- B. high**
- C. unchanged
- D. unaffected

Buyer power in the Porter's Five Forces Model is high when buyers have many choices of whom to buy from and low when their choices are few.

60. Who is responsible for ensuring the ethical and legal use of information within an organization?  
(p. 11)

- A. CIO
- B. CTO
- C. CPO**
- D. CSO

This is the definition of CPO.

61. \_\_\_\_\_ is high when buyers have few choices of whom to buy from and low when their  
(p. 15) choices are many.

- A. Buyer power
- B.** Supplier power
- C. Threat of new entrants
- D. Rivalry among existing competitors

Supplier power is high when buyers have few choices of whom to buy from and low when their choices are many.

62. Supplier power is \_\_\_\_\_ when buyers have few choices of whom to buy from and low when  
(p. 15) their choices are many.

A. low

**B.** high

C. unchanged

D. unaffected

Supplier power is high when buyers have few choices of whom to buy from and low when their choices are many.

*Chapter - Chapter 01 #62*

*Gradable: automatic*

*Learning Outcome: 1.4*

*Level: Medium*

63. Supplier power is high when buyers have \_\_\_\_\_ choices of whom to buy from and low  
(p. 15) when their choices are many.

A. more

**B.** few

C. many

D. too many

Supplier power is high when buyers have few choices of whom to buy from and low when their choices are many.

*Chapter - Chapter 01 #63*

*Gradable: automatic*

*Learning Outcome: 1.4*

*Level: Medium*



64. Which of the following activities does a CIO perform?

(p. 9)

- A. Oversees all uses of information technology
- B. Ensures the strategic alignment of IT with business goals
- C. Ensures the strategic alignment of IT with business objectives
- D.** All of the above

The CIO performs all of the above.

Chapter - Chapter 01 #64

Gradable: automatic

Learning Outcome: 1.2

Level: Medium

65. Broad functions of a CIO include all of the following, except:

(p. 9)

- A. Ensuring the delivery of all IT projects, on time and within budget
- B. Ensuring that the strategic vision of IT is in line with the strategic vision of the organization
- C. Building and maintaining strong executive relationships
- D.** Building and maintaining strong customer processes

The CIO performs the function of manager, leader, and communicator. The CIO typically does not communicate directly with customers.

Chapter - Chapter 01 #65

Gradable: automatic

Learning Outcome: 1.2

Level: Medium

66. Which issue concerns CIOs the most?

(p. 10)

- A. Security
- B. Budgeting
- C.** Enhancing customer satisfaction and retaining customers
- D. Marketing

Although the CIO is considered a position within IS, CIOs must be concerned with more than just IS. In annual industry surveys by industry associations and firms such as Gartner, and Forrester, CIOs have consistently ranked attracting and retaining customers and reducing enterprise costs high in their top yearly priorities.

Chapter - Chapter 01 #66

Gradable: automatic

Learning Outcome: 1.2

Level: Medium

67. Who is responsible for ensuring the throughput, transaction speed, accuracy, system availability, and reliability of an organization's information technology?

(p. 10)

- A. CIO
- B. CPO
- C.** CTO
- D. CSO

This is the definition of Chief Technology Officer (CTO).

Chapter - Chapter 01 #67

Gradable: automatic

Learning Outcome: 1.2

Level: Medium

68. Who is responsible for ensuring the security of IT systems and developing strategies and IT safeguards against attacks from hackers and viruses?  
(p. 10)

- A. CIO
- B. CPO
- C. CTO
- D.** CSO

This is the definition of Chief Security Officer.

Chapter - Chapter 01 #66

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

69. Who is responsible for collecting, maintaining, and distributing an organization's knowledge?  
(p. 11)

- A. CIO
- B. CSO
- C. CTO
- D.** CKO

The ***chief knowledge officer (CKO)*** is responsible for collecting, maintaining, and distributing an organization's knowledge.

Chapter - Chapter 01 #65

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

70. The Five Forces Model, the three generic strategies, and value chain analysis are all methods  
(p. 14) by which organizations can assess their \_\_\_\_\_.

- A. Market share
- B. Information systems
- C. Profitability
- D.** Competitive advantage

Organizations use three common tools to analyze and develop competitive advantages: (1) Five Forces Model, (2) three generic strategies, and (3) value chain analysis.

*Chapter - Chapter 01 #70*

*Gradable: automatic*

*Learning Outcome: 1.5*

*Level: Medium*

71. It is the responsibility of the CIO to ensure effective communications between business and IT  
(p. 9) personnel.

**TRUE**

Bridging the gap between IT and business personnel is the CIOs responsibility.

*Chapter - Chapter 01 #71*

*Gradable: automatic*

*Learning Outcome: 1.2*

*Level: Easy*

72. Managers need to understand that IS success is incredibly easy to measure.

(p. 9)

**FALSE**

The first thing managers need to understand about IS success is that it is incredibly difficult to measure.

*Chapter - Chapter 01 #72*

*Gradable: automatic*

*Learning Outcome: 1.3*

*Level: Easy*

73. The Five Forces Model, the three generic strategies, and value chain analysis are all methods by which organizations can assess their competitive advantage.

(p. 14)

**TRUE**

Organizations use three common tools to analyze and develop competitive advantages: (1) Five Forces Model, (2) three generic strategies, and (3) value chain analysis.

*Chapter - Chapter 01 #73*

*Gradable: automatic*

*Learning Outcome: 1.5*

*Level: Easy*

74. The three generic strategies are broad competitive approaches that organizations fall under.

(p. 20)

**TRUE**

The purpose of the three generic strategies are broad competitive approaches that organizations fall under.

*Chapter - Chapter 01 #74*

75. Information systems are implemented to support a company's competitive business strategy.

*(p. 20)*

**TRUE**

Information systems are implemented to support a company's competitive business strategy.

*Chapter - Chapter 01 #75*  
*Gradable: automatic*  
*Learning Outcome: 1.5*  
*Level: Easy*

76. Information technology equals business success and innovation.

*(p. 6)*

**FALSE**

Information technology is an important enabler of business success and innovation; it does not equal business success and innovation.

*Chapter - Chapter 01 #76*  
*Gradable: automatic*  
*Learning Outcome: 1.1*  
*Level: Easy*

77. Almost all organizations today have an internal IT department, often called Information Technology (IT), Information Systems (IS), or Management Information Systems (MIS).  
(p. 6)

**TRUE**

IT Departments can be named IT, IS, or MIS.

*Chapter - Chapter 01 #77*

*Gradable: automatic*

*Learning Outcome: 1.2*

*Level: Easy*

78. The information which is actionable is referred to as knowledge.

(p. 7)

**TRUE**

Knowledge is "actionable information" which is used for decision making.

*Chapter - Chapter 01 #78*

*Gradable: automatic*

*Learning Outcome: 1.2*

*Level: Easy*

79. Three key resources-people, processes, and information systems, (in that order of priority)-are inextricably linked. If one fails, they all fail.  
(p. 8)

**TRUE**

Three key resources-people, processes, and information systems, (in that order of priority)-are inextricably linked. If one fails, they all fail.

*Chapter - Chapter 01 #79*

*Gradable: automatic*

80. The four common information sharing cultures include information-functional culture, information-sharing culture, information-inquiring culture, and information-discovery culture.

(p. 9)

**TRUE**

These are the four information cultures highlighted in the text.

Chapter - Chapter 01 #80

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

81. A competitive advantage is typically temporary, unless it is a first-mover advantage.

(p. 13)

**FALSE**

All competitive advantages are typically temporary, especially first-mover advantages.

Chapter - Chapter 01 #81

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

82. Buyer power, supplier power, threat of new entrants, threat of products or services, and rivalry among existing competitors are all included in Porter's Five Forces Model.

(p. 14)

**FALSE**

Threat of products or services should be Threat of "substitute" products or services.

Chapter - Chapter 01 #82



83. Switching costs are typically used to influence the threat of substitute products or services.

*(p. 15)*

**TRUE**

Switching costs are used by organizations to influence the threat of substitute products or services.

*Chapter - Chapter 01 #83*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Easy*

84. An entry barrier is typically used to influence the rivalry among existing competitors.

*(p. 16)*

**FALSE**

Entry barriers are used by organizations to influence the threat of new entrants.

*Chapter - Chapter 01 #84*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Easy*

85. Kia is following a broad differentiation strategy.

*(p. 17)*

**FALSE**

KIA is following a focused cost leadership strategy.

*Chapter - Chapter 01 #85*

86. In telephone industry, the local number portability (LNP) feature decreases the threat of substitute products.  
(p. 15)

**FALSE**

In telephone industry, the local number portability (LNP) feature increases the threat of substitute products.

*Chapter - Chapter 01 #86*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Easy*

87. Job titles, roles, and responsibilities do not differ from organization to organization.  
(p. 9)

**FALSE**

IT is a relatively new functional area and job titles, roles, and responsibilities often differ dramatically from organization to organization.

*Chapter - Chapter 01 #87*  
*Gradable: automatic*  
*Learning Outcome: 1.2*  
*Level: Easy*

88. \_\_\_\_\_ is responsible for ensuring the ethical and legal use of information within an  
(p. 11) organization.

**Chief Privacy Officer (CPO)**

Chapter - Chapter 01 #88

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

89. The ability to use the same telephone number while switching the carrier company is called  
(p. 15) \_\_\_\_\_.

**Local number portability (LNP).**

Chapter - Chapter 01 #89

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

90. \_\_\_\_\_ is "actionable information" which is used for decision making.  
(p. 7)

**Knowledge**

Chapter - Chapter 01 #90

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

91. The three generic strategies are broad \_\_\_\_\_ approaches that organizations fall  
(p. 20) under.

**Competitive**

Chapter - Chapter 01 #91

Gradable: automatic

92. \_\_\_\_\_ information systems is the function that plans for, develops implements, and  
(p. 6) maintains IT hardware, software, and applications that people use to support the goals of an organization.

### **Management**

Chapter - Chapter 01 #92

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

93. Information technology is any computer-based tool that people use to work with \_\_\_\_\_  
(p. 6) and support the information and information processing needs of an organization.

### **Information**

Chapter - Chapter 01 #93

Gradable: automatic

Learning Outcome: 1.2

Level: Medium

94. \_\_\_\_\_ are raw facts that describe the characteristics of an event.

(p. 7)

### **Data**

Chapter - Chapter 01 #94

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

95. \_\_\_\_\_ is data converted into a meaningful and useful context.

(p. 7)

### **Information**

Chapter - Chapter 01 #95

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

96. Information-\_\_\_\_\_ culture allows employees across departments to search for information to better understand the future and align themselves with current trends and new directions.

(p. 9)

### **Inquiring**

Chapter - Chapter 01 #96

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

97. A(n) \_\_\_\_\_ advantage is a product or service that an organization's customers place a greater value on than similar offerings from a competitor.

(p. 13)

### **Competitive**

Chapter - Chapter 01 #97

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

98. A first mover advantage occurs when an organization can significantly impact its market share by being the first to market with a \_\_\_\_\_ advantage.

(p. 13)

### **Competitive**

Chapter - Chapter 01 #98

99. Environmental scanning is the acquisition and analysis of events and trends in the environment \_\_\_\_\_ to an organization.  
(p. 14)

**External**

*Chapter - Chapter 01 #99*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Medium*

100. The Five Forces Model helps to determine the relative attractiveness of a/an \_\_\_\_\_.  
(p. 14)

**Industry**

*Chapter - Chapter 01 #100*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Medium*

101. Buyer power, supplier power, threat of substitute products or services, threat of new \_\_\_\_\_, and rivalry among existing competitors are all included in Porter's Five Forces Model.  
(p. 14)

**Entrants**

*Chapter - Chapter 01 #101*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Easy*

102. \_\_\_\_\_ power in the Porter's Five Forces Model is high when buyers have few  
(p. 15) choices of whom to buy from and low when their choices are many.

**Supplier**

Chapter - Chapter 01 #102

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

103. \_\_\_\_\_ power in the Porter's Five Forces Model is high when buyers have many  
(p. 14) choices of whom to buy from and low when their choices are few.

**Buyer**

Chapter - Chapter 01 #103

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

104. \_\_\_\_\_ programs reward customers based on the amount of business they do with a  
(p. 14) particular organization.

**Loyalty**

Chapter - Chapter 01 #104

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

105. The travel industry is famous for its \_\_\_\_\_ programs.  
(p. 15)

**Loyalty**

Chapter - Chapter 01 #105

Gradable: automatic

106. A(n) \_\_\_\_\_ chain consists of all parties involved, directly or indirectly, in the procurement of a product or raw material.

(p. 18)

### **Supply**

Chapter - Chapter 01 #106

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

107. A(n) \_\_\_\_\_ exchange is a business-to-business (B2B) marketplace in which a single buyer posts its needs and then opens the bidding to any supplier who would care to bid.

(p. 15)

### **Private**

Chapter - Chapter 01 #107

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

108. A reverse auction is an auction format in which increasingly lower bids are solicited from organizations willing to supply the desired product or service at an increasingly \_\_\_\_\_ price.

(p. 15)

### **Lower**

Chapter - Chapter 01 #106

Gradable: automatic

Learning Outcome: 1.4

Level: Medium



109. \_\_\_\_\_ costs are costs that can make customers reluctant to switch to another product or service.  
(p. 15)

### **Switching**

Chapter - Chapter 01 #109

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

110. An entry \_\_\_\_\_ is a product or service feature that customers have come to expect from organizations in a particular industry and must be offered by an entering organization to compete and survive.  
(p. 16)

### **Barrier**

Chapter - Chapter 01 #110

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

111. Rivalry among existing competitors is \_\_\_\_\_ when competition is fierce in a market.  
(p. 16)

### **High**

Chapter - Chapter 01 #111

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

112. Audi is following a broad \_\_\_\_\_ strategy with its Quattro model which is available at several price points.  
(p. 17)

### **Differentiation**

Chapter - Chapter 01 #112

113. A(n) \_\_\_\_\_ process is a standardized set of activities that accomplish a specific task,  
(p. 18) such as processing a customer's order.

**Business**

*Chapter - Chapter 01 #113*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Easy*

114. Market and sell the product or service is considered a \_\_\_\_\_ value activity in the value  
(p. 18) chain.

**Primary**

*Chapter - Chapter 01 #114*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Hard*

115. \_\_\_\_\_ value activities in the value chain acquire raw materials and manufactures,  
(p. 18) delivers, markets, sells, and provides after-sales services.

**Primary**

*Chapter - Chapter 01 #115*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Easy*

116. \_\_\_\_\_ value activities include firm infrastructure, human resource management, (p. 182) technology development, and procurement.

### **Support**

*Chapter - Chapter 01 #116*

*Gradable: automatic*

*Learning Outcome: 1.4*

*Level: Easy*

117. \_\_\_\_\_ is an executive-level position that involves high-level strategic planning and (p. 11) management of information systems pertaining to the creation, storage, and use of information by a business.

### **Chief Information Officer (CIO)**

*Chapter - Chapter 01 #117*

*Gradable: automatic*

*Learning Outcome: 1.2*

*Level: Easy*

118. \_\_\_\_\_ is responsible for ensuring the throughput, speed, accuracy, availability, and (p. 11) reliability of an organization's information technology.

### **Chief Technology Officer (CTO)**

*Chapter - Chapter 01 #118*

*Gradable: automatic*

*Learning Outcome: 1.2*

*Level: Easy*

119. The \_\_\_\_\_, the three generic strategies, and value chain analysis are all methods by which organizations can assess their competitive advantage.

(p. 20)

### **Five Forces Model**

Chapter - Chapter 01 #119

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

120. The Five Forces Model, the \_\_\_\_\_, and value chain analysis are all methods by which organizations can assess their competitive advantage.

(p. 20)

### **Three Generic Strategies**

Chapter - Chapter 01 #120

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

121. The Five Forces Model, the three generic strategies, and \_\_\_\_\_ are all methods by which organizations can assess their competitive advantage.

(p. 20)

### **Value Chain Analysis**

Chapter - Chapter 01 #121

Gradable: automatic

Learning Outcome: 1.4

Level: Easy

122. The Five Forces Model, the three generic strategies, and value chain analysis are all methods by which organizations can assess their \_\_\_\_\_ advantage.

(p. 20)

### **Competitive**

Chapter - Chapter 01 #122

123. The Five Forces Model, the three generic strategies, and value chain analysis are all methods  
(p. 20) by which organizations can assess their competitive \_\_\_\_\_.

**Advantage**

*Chapter - Chapter 01 #123*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Easy*

124. \_\_\_\_\_ chain analysis is a highly useful tool in that it provides hard and fast numbers for  
(p. 19) evaluating the activities that add value to products and services.

**Value**

*Chapter - Chapter 01 #124*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Easy*

125. Value chain analysis is a highly useful tool in that it provides hard and fast numbers for  
(p. 19) evaluating the activities that add \_\_\_\_\_ to products and services.

**Value**

*Chapter - Chapter 01 #125*  
*Gradable: automatic*  
*Learning Outcome: 1.4*  
*Level: Easy*

126. The \_\_\_\_\_ knowledge officer is responsible for collecting, maintaining, and distributing the organization's knowledge.  
(p. 11)

**Chief**

Chapter - Chapter 01 #126

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

127. The chief \_\_\_\_\_ officer is responsible for collecting, maintaining, and distributing the organization's knowledge.  
(p. 11)

**Knowledge**

Chapter - Chapter 01 #127

Gradable: automatic

Learning Outcome: 1.2

Level: Easy

128. IS personnel must understand the \_\_\_\_\_ if the organization is going to determine which technologies can benefit (or hurt) the business.  
(p. 11)

**business**

Chapter - Chapter 01 #126

Gradable: automatic

Learning Outcome: 1.2

Level: Medium

129. The Five Forces Model, the three generic strategies, and value chain analysis are all \_\_\_\_\_ by which organizations can assess their competitive advantage.  
(p. 14)

**Methods**

Chapter - Chapter 01 #129

130. Discuss what is meant by the term "business-driven information systems".

*(p. 20)*

Information systems are implemented to support a company's competitive business strategy. Organizations do not utilize information systems for the sake of information systems themselves. Rather, there must be a solid business reason for implementing an information system that improves an organization's competitive position. That is, business strategies concerning a company's competitive advantage should drive information systems choices.

*Chapter - Chapter 01 #130*  
*Gradable: manual*  
*Learning Outcome: 1.5*  
*Level: Medium*

131. Compare management information systems (MIS) and information technology (IS).

*(p. 6)*

MIS is not IS. MIS is a business function. IS is a computer-based tool. Most organizations have an IT Department that is responsible for performing the MIS function. This is similar to an organization having an Accounting Department that is responsible for performing the accounts payable and accounts receivable functions.

*Chapter - Chapter 01 #131*  
*Gradable: manual*  
*Learning Outcome: 1.2*  
*Level: Medium*

132. Explain the relationship among people, processes, information systems, and information.

(p. 8)

IT in and of itself is not useful unless the right people know how to use and manage it efficiently and effectively. **People** use **processes** to work with **information systems** to produce information. Therefore, people, processes, and information systems (in that order of priority) are inextricably linked. If one fails, they all fail.

Chapter - Chapter 01 #132

Gradable: manual

Learning Outcome: 1.2

Level: Medium



133. Identify four different departments in a typical business and explain how technology helps them to work together.  
(p. 5-6)

Accounting provides quantitative information about the finances of the business including recording, measuring, and describing financial information. Finance deals with the strategic financial issues associated with increasing the value of the business, while observing applicable laws and social responsibilities. Human resources includes the policies, plans, and procedures for the effective management of employees (human resources). Sales is the function of selling a good or service and focuses on increasing customer sales, which increases company revenues. Marketing is the process associated with promoting the sale of goods or services. The marketing department supports the sales department by creating promotions that help sell the company's products. Operations management (also called production management) includes the methods, tasks, and techniques organizations use to produce goods and services. Transportation (also called logistics) is part of operations management. Management information systems (MIS) is the function that plans for, develops, implements, and maintains IT hardware, software, and the portfolio of applications that people use to support the goals of an organization. Functional areas are anything but independent in a business. In fact, functional areas are interdependent. Sales must rely on information from operations to understand inventory, place orders, calculate transportation costs, and gain insight into product availability based on production schedules. For an organization to succeed, every department or functional area must work together sharing common information and not be a "silo." Information technology can enable departments to more efficiently and effectively perform their business operations.

134. Distinguish between Information Systems and Information Technology.

(p. 6)

**Information systems (IS)** are computer-based tools that people use to work with information and that support the information and information-processing needs of an organization. An information system can be an important enabler of business success and innovation.

**Information technology (IT)**, on the other hand, is the acquisition, processing, storage, and dissemination of vocal, pictorial, textual, and numerical information by a microelectronics-based combination of computing and telecommunications.

*Chapter - Chapter 01 #134*

*Gradable: manual*

*Learning Outcome: 1.5*

*Level: Medium*

135. Do you agree or disagree with Friedman's assessment that the world is flat? Be sure to justify your answer.

(p. 23)

There is no correct answer to this question; the important point is that your students can justify their point of view. Some students will agree with Friedman that technology has made the world flat. Others, will disagree with Friedman stating that there are still many people that do not have access to technology and for them the world is still round.

*Chapter - Chapter 01 #135*

*Gradable: manual*

*Learning Outcome: 1.2*

*Level: Medium*

136. Explain why competitive advantages are typically temporary.

*(p. 13)*

Competitive advantages are typically temporary because competitors often seek ways to duplicate the competitive advantage. In turn, organizations must develop a strategy based on a new competitive advantage.

*Chapter - Chapter 01 #136*

*Gradable: manual*

*Learning Outcome: 1.4*

*Level: Easy*

137. Explain how Frito Lay uses environmental scanning.

*(p. 14)*

Frito Lay sends its sales representatives into grocery stores to stock shelves with hand-held computers that record the product offerings, inventory, and even product locations of competitors.

*Chapter - Chapter 01 #137*

*Gradable: manual*

*Learning Outcome: 1.4*

*Level: Medium*

138. Describe and compare buyer power and supplier power in Porter's Five Forces Model. Also, (p. 14-15) explain how an organization can manipulate buyer power and supplier power.

Buyer power is high when buyers have many choices of whom to buy from and low when their choices are few. To reduce buyer power (and create a competitive advantage) an organization must make it more attractive for customers to buy from them than from their competition. One of the best IT-based examples is the loyalty programs that many organizations offer. Supplier power is high when buyers have few choices of whom to buy from and low when their choices are many. Supplier power is the converse of buyer (customer) power. A supplier organization in a market will want buyer (customer) power to be low. The supplier wants to be able to set any price it wants for its goods, and if buyers (customers) have low power then they do not have any choice but to pay the high price since there is only one or two suppliers.

*Chapter - Chapter 01 #136*

*Gradable: manual*

*Learning Outcome: 1.4*

*Level: Hard*

139. List and describe Porter's three generic strategies and provide an example of a company that is using each strategy.  
(p. 16)

Organizations typically follow one of Porter's three generic strategies when entering a new market.

(1) Broad cost leadership,

(2) broad differentiation,

(3) focused strategy. Broad strategies reach a large market segment. Focused strategies target a niche market. Focused strategies concentrate on either cost leadership or differentiation. Company examples will vary.

*Chapter - Chapter 01 #139*

*Gradable: manual*

*Learning Outcome: 1.4*

*Level: Medium*

140. Explain value chains and the differences between primary and support value activities.

*(p. 17-18)*

Value chain approach views an organization as a chain, or series, of processes, each of which adds value to the product or service for each customer. To create a competitive advantage, the value chain must enable the organization to provide unique value to its customers. Examining the organization as a value chain determines which activities add value for customers. The organization can then focus specifically on those activities. Primary value activities acquire raw materials and manufacture, deliver, market, sell, and provide after-sales services. Support value activities support the primary value activities. Customers determine the extent to which each activity adds value to the product or service. The competitive advantage is to (1) Target high value-adding activities to enhance their value, (2) Target low value-adding activities to increase their value, (3) Perform some combination of the two.

*Chapter - Chapter 01 #140*

*Gradable: manual*

*Learning Outcome: 1.4*

*Level: Hard*

141. Distinguish among data, information, and knowledge.

(p. 7)

**Data** are raw facts that describe the characteristics of an object or event. For example, the characteristics for a sales event could include the date, item number, item description, quantity ordered, customer name, and shipping details.

**Information** is data converted into a meaningful and useful context. For example, information from sales events could include best-selling item, worst-selling item, best customer, and worst customer.

Information becomes **knowledge** when information can be acted upon. In this sense, knowledge is "actionable information".

Chapter - Chapter 01 #141

Gradable: manual

Learning Outcome: 1.5

Level: Medium

142. What is the competitive advantage? What are the common tools that organizations use for developing the competitive advantage?

(p. 13-14)

A **competitive advantage** is a product or service that an organization's customers place a greater value on than similar offerings from a competitor.

Organizations use three common tools to analyze and develop competitive advantages:

(1) Five Forces Model, (2) three generic strategies, and (3) value chain analysis.

Chapter - Chapter 01 #142

Gradable: manual

Learning Outcome: 1.4

Level: Easy

143. What is a business process? Describe upon how organizations evaluate the effectiveness of their business processes.
- (p. 18)

A business process is a standardized set of activities that accomplish a specific task, such as processing a customer's order. To evaluate the effectiveness of its business processes, an organization can use Michael Porter's value chain approach. An organization creates value by performing a series of activities that Porter identified as the value chain. The value chain approach views an organization as a series of processes, each of which adds value to the product or service for each customer. To create a competitive advantage, the value chain must enable the organization to provide unique value to its customers. In addition to the firm's own value-creating activities, the firm operates in a value system of vertical activities, including those of upstream suppliers and downstream channel members. To achieve a competitive advantage, the firm must perform one or more value-creating activities in a way that creates more overall value than its competitors. Added value is created through lower costs or superior benefits to the consumer (differentiation). Organizations can add value by offering lower prices or by competing in a distinctive way. Examining the organization as a value chain (actually numerous distinct but inseparable value chains) leads to identifying the important activities that add value for customers and then finding IS systems that support those activities.

*Chapter - Chapter 01 #143*

*Gradable: manual*

*Learning Outcome: 1.2*

*Level: Easy*



144. Compare and contrast the five forces model, the three generic strategies, and the value chain analysis. And comment upon how information systems drive the business.  
(p. 18)

The Five Forces Model, the three generic strategies, and value chain analysis are all methods by which organizations can assess their competitive advantage. The Five Forces Model is a framework that helps companies evaluate the relative attractiveness of entering or operating within an industry. It is a framework that can be used to assess the attractiveness of the industry in which a firm competes. The three generic strategies are broad competitive approaches that organizations fall under. Knowing which broad competitive approach an organization is following can help that organization make informed decisions about how the company should compete with other firms. Value chain analysis is a systematic approach organizations can use to assess and improve the value of their business activities. Knowing the value of each business activity can help an organization decide how to change or improve those activities to help it become more competitive. These three methods, in their own unique ways, give organizations insight into how they can behave more competitively. Armed with this knowledge, organizations can then think about how information systems can be used to facilitate and support this behavior.

An information system can be designed to increase a company's supplier power with its customers, or reduce the threat of substitute products or services, or decrease the threat of new entrants to the market-space. Likewise, an information system can be implemented to help a company function more effectively and efficiently within a certain generic strategy. Similarly, information systems can be developed to enhance the performance of poor-performing value activities or strengthen important value chains. This is what is meant by the term ***business-driven information systems***. Information systems are implemented to support a company's competitive business strategy. Organizations do not use information systems for the sake of the systems themselves—they must have a solid business reason for implementing an information system so it improves an organization's competitive position. In other words, it is the business strategies concerning a company's competitive advantage that

should drive information systems choices.

*Chapter - Chapter 01 #144*

*Gradable: manual*

*Learning Outcome: 1.2*

*Level: Easy*

145. List and describe the five common IT-related strategic positions.

*(p. 9)*

Chief Information Officer (CIO) oversees all uses of IT and ensures the strategic alignment of IT with business goals and objectives. Chief Technology Officer (CTO) is responsible for ensuring the throughput, speed, accuracy, availability, and reliability of IT. Chief Security Officer (CSO) is responsible for ensuring the security of IT system. Chief Privacy Officer (CPO) is responsible for ensuring the ethical and legal use of information. Chief Knowledge Office (CKO) is responsible for collecting, maintaining, and distributing the organization's knowledge.

*Chapter - Chapter 01 #145*

*Gradable: manual*

*Learning Outcome: 1.2*

*Level: Easy*

146. Describe the gap between business personnel and IT personnel and what an organization can  
(p. 12-13) do to close this gap.

Business personnel possess expertise in functional areas such as marketing, accounting, and sales. IT personnel have the technological expertise. This causes a communications gap between the two. IT personnel have their own vocabularies consisting of acronyms and technical terms. Business personnel have their own vocabularies based on their experience and expertise. For both sides to have effective communications, the business personnel must seek to achieve an increased level of understanding of IT, and the IT personnel must seek to achieve an increased level of understanding of the business.

*Chapter - Chapter 01 #146*

*Gradable: manual*

*Learning Outcome: 1.2*

*Level: Easy*

## c1 Summary

<u>Category</u>	<u># of Questions</u>
Chapter - Chapter 01	146
Gradable: automatic	129
Gradable: manual	17
Learning Outcome: 1.1	7
Learning Outcome: 1.2	48
Learning Outcome: 1.3	2
Learning Outcome: 1.4	79
Learning Outcome: 1.5	10
Level: Easy	81
Level: Hard	6
Level: Medium	59