### Chapter 02 Accountants as Business Analysts Answer Key

### True / False Answers

### 1. Accountants now face a challenge of helping businesses optimize processes.

#### Answer: True

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-01 Describe the roles of the accounting/finance function in business and why those roles require knowledge of technology and business processes Source: Original Topic: Changing Roles of Accountants in Business

### 2. To be valuable business partners, accountants must understand how the business delivers value to its employees.

#### Answer: False

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-01 Describe the roles of the accounting/finance function in business and why those roles require knowledge of technology and business processes Source: Original Topic: Changing Roles of Accountants in Business

### 3. A business process constrains business rules.

### Answer: False

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-03 Recognize the value of business models Source: Original Topic: Value of Business Models

### 4. A business model is typically a graphical depiction of the essential business process information.

Answer: True

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-03 Recognize the value of business models

Source: Original Topic: Value of Business Models

### 5. Documentation can be thought of as a tool for information transmission and communication.

Answer: True

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-02 Understand the importance of business process documentation Source: Original Topic: Business Process Documentation

### 6. Documentation helps with training but won't help with regulatory compliance issues.

Answer: False

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-02 Understand the importance of business process documentation Source: Original Topic: Business Process Documentation

### 7. Models should be simpler than the processes and systems they depict.

Answer: True

- AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-03 Recognize the value of business models Source: Original Topic: Value of Business Models
- 8. Because business models are simpler than the processes they depict, they are limited in their ability to integrate local views of a process.

Answer: False

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-03 Recognize the value of business models Source: Original Topic: Value of Business Models

9. Activity models are a relatively new process modeling tool.

Answer: False

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-04 Articulate the characteristics of activity models Source: Original Topic: Characteristics of Activity Models

10. In Business Process Modeling Notation (BPMN), activities are named with a short verb phrase placed within the rectangle.

Answer: True

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-04 Articulate the characteristics of activity models Source: Original Topic: Characteristics of Activity Models

11. Business Process Modeling Notation (BPMN) activity models typically show the sequence of flow from right to left and top to bottom.

Answer: False

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-04 Articulate the characteristics of activity models Source: Original Topic: Characteristics of Activity Models

### 12. Business Process Modeling Notation (BPMN) activity diagrams depict events as circles.

Answer: True

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation A Notation (BPMN) activity diagrams denict activities as circles

13. Business Process Modeling Notation (BPMN) activity diagrams depict activities as circles.

Answer: False

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation

14. An activity can depict a single action or some logical combination of actions depending on the required level of detail to achieve the objectives of the business process analysis.

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#### 15. Gateways only show decisions and possible branching as a result of the decision.

Answer: False

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation

#### 16. Swimlanes (or lanes) identify participants, e.g., functions or departments, in a process.

Answer: True

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation

## 17. Business Process Modeling Notation (BPMN) activity diagrams are conceptually similar to process maps.

Answer: True

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 2 Medium Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation

18. Business Process Modeling Notation (BPMN) start events are shown using ovals and flowchart start events are shown using circles.

Answer: False

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation 19. Opportunity flowcharts identify opportunities for process improvement by separating valueadded from non-value-added activities.

Answer: True

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-04 Articulate the characteristics of activity models Source: Original Topic: Characteristics of Activity Models

### 20. Data Flow Diagrams start with a circle indicating the start event.

Answer: False

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### **Multiple Choice Answers**

- 21. Which of the following is <u>not</u> a Stewardship and Reporting role of the Accounting/Finance Function in Business?
  - A. Human Resource management
  - B. Regulatory compliance
  - C. Tax returns
  - D. Statutory reporting

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-01 Describe the roles of the accounting/finance function in business and why those roles require knowledge of technology and business processes Source: Original Topic: Changing Roles of Accountants in Business

## 22. Which of the following is <u>not</u> a Business Management Support role of the Accounting/Finance Function in Business?

- A. Management information
- B. Planning, budgeting and forecasting
- C. Financial consolidation, reporting and analysis
- D. Investment appraisal

AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-01 Describe the roles of the accounting/finance function in business and why those roles require knowledge of technology and business processes Source: Original Topic: Changing Roles of Accountants in Business

- 23. Which of the following is <u>not</u> an Accounting/Finance Operations role of the Accounting/Finance Function in Business?
  - A. Financial close completing period end accounts
  - B. Stakeholder assurance
  - C. People management
  - D. Financial consolidation, reporting and analysis

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-01 Describe the roles of the accounting/finance function in business and why those roles require knowledge of technology and business processes Source: Original Topic: Changing Roles of Accountants in Business

### 24. Which of the following is *not* part of the business analysis process?

- A. Ascertaining information about current and future business processes.
- B. Using business process modeling tools.
- C. Using IT to make finance and accounting processes more efficient and effective.
- D. Documenting current and future business processes.

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-02 Understand the importance of business process documentation Source: Original Topic: Business Process Documentation

### 25. Which of the following best describes a business model?

- A. A simple, abstract representation of a business process or processes.
- B. A sequence of business activities.
- C. An evaluation of potential business process improvements.
- D. None of the above.

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-03 Recognize the value of business models Source: Original Topic: Value of Business Models

### 26. Process documentation does *not* include which of the following?

- A. Process models
- B. Business rules
- C. User manuals
- D. External audit workpapers

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-02 Understand the importance of business process documentation Source: Original Topic: Business Process Documentation

27. Which of the following is *not* a purpose of documentation?

- A. Training
- B. Determining staffing
- C. Describing current processes
- D. Establishing accountability

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-02 Understand the importance of business process documentation Source: Original Topic: Business Process Documentation

### 28. Business models provide value in all of the following areas except which one?

- A. Employee performance appraisal
- B. Managing complexity
- C. Specifying systems requirements
- D. Eliciting requirements for new systems

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-03 Recognize the value of business models Source: Original Topic: Value of Business Models

### 29. Which of the following best describes the purpose of an activity model?

- A. An activity model describes the sequence of workflow in a business process.
- B. An activity model constrains and guides process operations.
- C. An activity model depicts data structures.
- D. None of the above.

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# 30. Which of the following is <u>not</u> a common element of activity models regardless of the specific modeling notation?

- A. Events to start and stop the workflow
- B. Sequence of flow between tasks
- C. <u>Multiplicities</u>

D. Decision points that affect the process flow

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31. Which of the following is <u>not</u> a building block for Business Process Modeling Notation (BPMN) diagrams?

- A. Associations
- B. Events
- C. Gateways
- D. Sequence flows

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## 32. Which of the following best describes the purpose of an event in a Business Process Modeling Notation (BPMN) activity diagram?

- A. Shows where the work takes place.
- B. Describes the sequence of workflow.
- C. Affects the flow of the business process.
- D. Controls branching and merging.

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation

## 33. Which of the following best describes the purpose of a gateway in a Business Process Modeling Notation (BPMN) activity diagram?

- A. Shows where the work takes place.
- B. Describes the sequence of workflow.
- C. Affects the flow of the business process.
- D. Controls branching and merging.

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34. Which of the following symbols depicts an intermediate event?

- A. An arrow
- B. A circle with a double line perimeter
- C. A rectangle
- D. A circle with a wide single line perimeter

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation

### 35. Which of the following symbols depicts an activity?

- A. An arrow
- B. A circle with a double line perimeter
- C. <u>A rectangle</u>
- D. A circle with a wide single line perimeter

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation

### 36. Which of the following symbols is used to depict different organizations in one Business Process Modeling Notation (BPMN) diagram?

- A. Gateway
- B. Message flow
- C. Pool
- D. Intermediate event

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### 37. Which of the following best describes the purpose of swimlanes (or lanes)?

- A. Depict different organizations involved in a process.
- B. Depict different departments of the same organization in a process.
- C. Depict interactions between organizations in a process.
- D. Depict the sequence of tasks in a process.

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## 38. Which of the following best describes a Business Process Modeling Notation (BPMN) message flow?

- A. Shows the sequence of activities in a process.
- B. Shows interactions between participants in a process.
- C. Affects the flow of a business process.
- D. Shows branching and merging in a business process.

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation

# **39.** Which of the following best describes the difference between a Business Process Modeling Notation (BPMN) gateway and a flowcharting decision diamond?

- A. Only the decision diamond shows branching of the sequence flow.
- B. The gateway ony represents branching and not the decision that results in branching.
- C. Only the gateway shows branching of the sequence flow.
- D. The decision diamond can depict more branching options.

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation

40. Which of the following is a difference between Business Process Modeling Notation (BPMN) activity diagrams and flowcharts?

- A. BPMN symbols can show a variety of intermediate events that affect the sequence flow.
- B. Flowcharts have symbols to represent the start and end of a process.
- C. BPMN diagrams show the sequence flow of activities.
- D. Flowcharts can be annotated with text.

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Understand Difficulty: 2 Medium Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation

- 41. In order to perform their required roles and be valuable business partners, accountants must understand all of the following *except*:
  - E. How the business identifies and designs its products and services
  - F. How the business collects data, summarizes it, and communicates business information

G. How the business delivers value, interacts with other businesses, and is a good corporate citizen

H. What risks the business faces, and how internal controls can mitigate those risks

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-01 Describe the roles of the accounting/finance function in business and why those roles require knowledge of technology and business processes Source: Original Topic: Changing Roles of Accountants in Business

42. Which of the following best describes why the Sarbanes-Oxley Act of 2002 (SOX) made documentation of business processes essential for businesses?

E. SOX mandates that accountants create the business rules and documenation associated with a company's business processes

F. <u>SOX requires managers to assess and attest to the company's internal controls structures</u> and procedures

G. SOX explicitly states that business processes must be documented

H. SOX allows thorough documentation of business processes to act as a substitute for a full review of internal control structures and procedures

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-02 Understand the importance of business process documentation. Source: Original Topic: Business Process Documentation

- 43. Which of the following best describes how business models help companies manage complexity?
  - A. Because business models can't exceed one page, managers can understand how the business works at a glance.

**B.** <u>Although business models are a simplification of the actual processes they represent, they incorporate the processes' essential elements.</u>

C. Business models' limitations force managers to simplify the company's actual processes.

D. Business models must display every detailed task and activity, which allows managers to visualize the complexity inherent in its business processes.

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-03 Recognize the value of business models. Source: Original Topic: Value of Business Models

### 44. Activity models are analagous to which of the following?

- A. The prototype for a new car model
- B. A blueprint
- C. The instructions in a recipe
- D. A car's steering system

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-04 Articulate the characteristics of activity models. Source: Original Topic: Characteristics of Activity Models

### 45. When creating a BPMN activity model, which of the following is most accurate?

E. Modeling is an artistic endeavor; therefore different modelers given the same set of facts about a business process will likely develop very different models of the process.

F. The resulting BPMN activity model should closely match the structure of the subsequent database.

G. All activity models should include gateways.

H. <u>Different modelers given the same set of facts about a busines process should develop</u> similar models of the process.

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams. Source: Original Topic: Business Process Modeling Notation

### 46. A pool in a BPMN activity model represents:

- A. <u>An entire organization/entity.</u>
- B. A department or functional area.
- C. A specific individual.
- D. A logical activity.

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-06 Use pools and lanes to identify process participants. Source: Original Topic: Identifying Participants in Business Process Diagrams

47. Message flows in BPMN activity diagrams indicate an exchange between:

- A. Activities in the same swimlane
- B. Participants in different pools
- C. Gateways in different swimlanes
- D. Events in the same pool

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-07 Apply message flows to show interactions between pools. Source: Original Topic: Messages in BPMN

## 48. When connecting to an opaque external pool in a BPMN activity diagram, message flows connect to:

- A. <u>The edge of the opaque pool.</u>
- B. The edge of the swimlane.
- C. The nearest sequence flow.
- D. The appropriate data store.

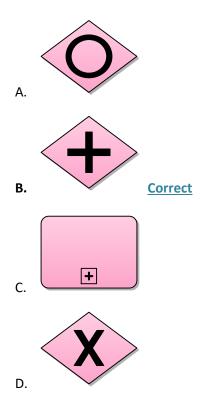
AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-07 Apply message flows to show interactions between pools. Source: Original Topic: Messages in BPMN

### 49. Which of the following is not a valid BPMN gateway type?

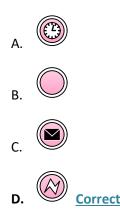
- A. Parallel gateway
- B. Serial gateway
- C. Inclusive gateway
- D. Exclusive gateway

AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-08 Understand and apply flow object types Source: Original Topic: Extended Building Blocks for BPMN Diagrams and Modeling Concepts

### 50. Which of the following BPMN shapes represents a Parallel Gateway?



AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-08 Understand and apply flow object types Source: Original Topic: Extended Building Blocks for BPMN Diagrams and Modeling Concepts 51. Which of the following BPMN shapes represents an Error Event?



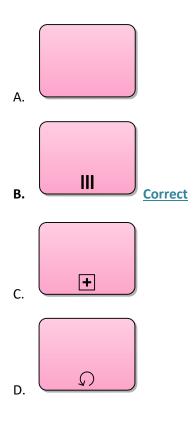
AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-08 Understand and apply flow object types Source: Original Topic: Extended Building Blocks for BPMN Diagrams and Modeling Concepts

### 52. A boundary event in a BPMN activity model:

- A. Takes place at the edge of a swimlane
- B. Occurs at the border of a pool.
- C. Is attached to the edge of an activity.
- D. Occurs as a message leaves a pool.

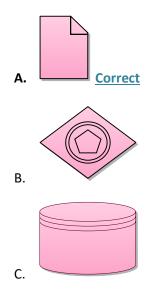
AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-08 Understand and apply flow object types Source: Original Topic: Extended Building Blocks for BPMN Diagrams and Modeling Concepts

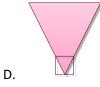
### 53. Which of the following BPMN shapes represents a parallel multi-instance task?



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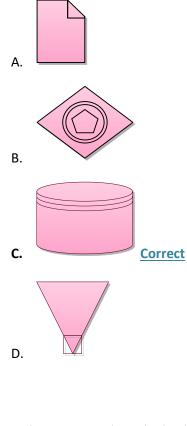
### 54. Which of the following BPMN shapes represents a data object?





AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-10 Understand and apply data objects and stores to model data created, updated, transferred, and deleted in a process. Source: Original Topic: Data Objects, Data Stores, and Associations

### 55. Which of the following BPMN shapes represents a data store?



AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Remember Difficulty: 1 Easy Learning Objective: 02-10 Understand and apply data objects and stores to model data created, updated, transferred, and deleted in a process. Source: Original Topic: Data Objects, Data Stores, and Associations

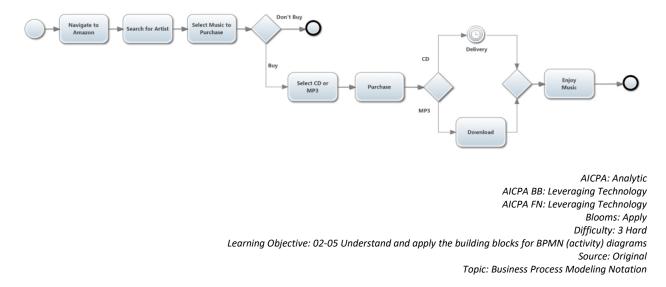
### **Essay Answers**

56. Use the following description to create a Business Process Modeling Notation (BPMN) activity diagram of Nora's process.

Nora accesses the Amazon.com website to purchase a favorite musician's latest album. She searches for the musician's name. Amazon displays the results of the search, and she selects the correct entry. She samples the music and then decides whether to purchase the album. If she decides to purchase the album, then she must decide whether to purchase a physical CD or just download the MP3 files.

If she decides to purchase the CD, she clicks on the buy now button. Since she is an Amazon Prime member, she automatically receives free 2-day delivery and the item is charged to her credit card. She then waits 2 days for the delivery of the CD. When it arrives, she can enjoy the music.

If she decides to purchase the MP3, she selects that option and again clicks on the buy now button. She is charged for the item and taken to a page to download her music. She downloads the album, and then she can enjoy her music.



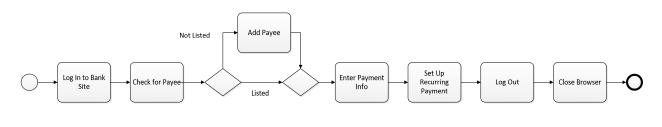
Answer: There could be several similar answers, but this is a basic solution:

## 57. Use the following description to create a Business Process Modeling Notation (BPMN) activity diagram of Jeremy's process.

Jeremy is using his bank's online banking site to pay for his new phone. He logs onto the bank's website by entering his user name and password, confirming his SiteKey. After access to his account, he selects the Bill Pay tab. He searches to see of the phone company is already listed in the "Pay To Accounts."

If the phone company is not listed, he clicks on the option to "Add a New Pay To Account." He fills in the information for the phone company, including the name, address, account number, and phone number. After completing the entry, he is taken back to the list of "Pay To Accounts."

If the phone company is listed (or if he just completed entering the new account), he enters the amount of the payment. Then, he selects the option to set up a recurring payment. He enters the number of payments. Then, he selects the date that the payment should be sent each month. He then logs out of the banks online banking site and closes his browser. **Answer:** There could be several similar answers, but this is a basic solution:



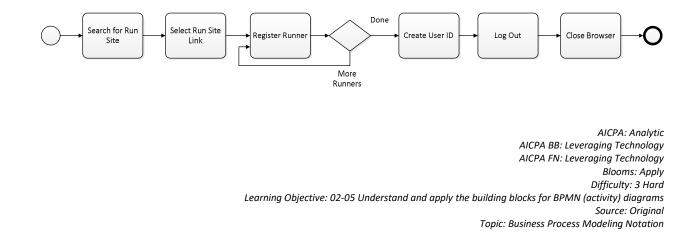
AICPA: Analytic AICPA BB: Leveraging Technology AICPA FN: Leveraging Technology Blooms: Apply Difficulty: 3 Hard Learning Objective: 02-05 Understand and apply the building blocks for BPMN (activity) diagrams Source: Original Topic: Business Process Modeling Notation

### 58. Use the following description to create a Business Process Modeling Notation (BPMN) activity diagram of Caitlin's process.

Caitlin is planning to run in the local July 4<sup>th</sup> 5K run. She wants to register online, but she forgot the websites URL. So, she navigates to Google and starts a search for the site. She selects the registration site from the search results. Once at the site, she selects the option to register for the 4<sup>th</sup> of July run. She fills in the registration form and provides her credit card information for payment.

After completing her own registration, she decides to register the other members of her team. One-byone, she enters the registration information for the team member and pays for their entry. After completing all the registrations, she provides a user name and password so she can return to the site to see their results after the race. She logs out of the site and closes her browser.

Answer: There could be several similar answers, but this is a basic solution:



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