CAPSTONE 3 -PART 2

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Q1. What is the difference between Brainstorming and JAD Sessions? 3 Marks

**Answer 1 – Brainstorming and JAD sessions are both types of elicitation techniques that are used in requirement gathering. Each has its own way of usage and is used depending on what needs to be gathered and how. A few differences are:**

|  |  |  |
| --- | --- | --- |
|  | **Brainstorming** | **JAD** |
| **1** | **Brainstorming is the process of generating creative ideas and solutions through intensive and freewheeling group discussion.** | **Joint Application Development (JAD) involves bringing together a group of individuals to collectively and collaboratively define, gather and refine requirements for a project.** |
| **2** | **This is more of an informal way of generating ideas and is usually an open-ended discussion and set up spontaneously** | **This is more of a fixed agenda technique and is carried out in a structured way and is considered a more formal method.** |
| **3** | **Brainstorming does not take more than a few hours maybe and is a less intensive method than JAD** | **JAD typically occurs in workshops that are held over several days or weeks, depending on the size of the project, also can be called as ‘WAR room’, when a resolution needs to be reached.** |
| **4** | **This group may comprise of a diverse group of stakeholders and project members, not limited to a specific audience.** | **This group may comprise of business analysts, stakeholders, developers, end-users, and other subject matter experts.** |
| **5** | **Ideas are invited in an open forum, summarized and rated, discussion points are evaluated for further analysis, which elicitation of requirements extremely productive.** | **Discussion is documented formally, which can give rise to user stories and use cases.** |

Q 2. Why Document Analysis is one of the compulsory technique we use in a Project? Justify

– 3 Marks

**Answer 2 - Document analysis is a very important technique that is useful throughout the requirements gathering process but more so during the initial stages of a project. When gathering requirements, a BA may need to review existing documents such as user manuals, process flows, or technical specifications. By analyzing these documents, a BA can gain insights into current processes and identify areas for improvement.**

**Because of this feature, document analysis is and should be one of the compulsory techniques as it lays the foundation for a fruitful requirements gathering process going forward.**

**Some important pointers are:**

* **It identifies which materials are suitable and relevant for analysis like reports, contracts, emails, surveys, social media posts, or any other documents relevant to a particular business context like quality standards, guidelines – hence assuring of quality.**
* **It consists of studying the material, taking note of relevant information, and listing follow-up questions for the stakeholders and finally, reviewing notes with stakeholders.**
* **It also involves reading a document, such as a regulation, a standard, a competitive product review, or customer suggestion logs – any source of information which may imply what a business user might need.**
* **It is used to discover rules, discover requirements, and discover potential changes.**
* **It extracts valuable insights and information and helps to understand the objectives, scope and expectations.**
* **It involves carefully categorizing and organizing information into meaningful structures that can be easily interpreted and organize requirements and seek answers to follow-up questions.**

Q3. In Which Context we will use Reverse Engineering? - 3 Marks

**Answer 3 – Reverse Engineering is about studying in detail an existing product or project and extracting all possible information about it. This is further used in reproducing another product or project which needs similar attributes or features. The existing aspects can help to make the reproduced version better in terms of technicality or looks or usage. So, the process of extracting information or design knowledge from anything man made and reproducing it is called Reverse Engineering.**

**There are 2 versions of Reverse Engineering:**

**White Box – This is where the internal working of the product or design is studied in detail and thoroughly. For e.g. – a remote (The remote is taken apart to study how it functions from the inside- its circuits, cards, tubes, etc.)**

**Black Box – This is where the product or project is studied without studying its internal structure. Only externally it is used in various ways to figure out how it performs or works. For e.g. – a remote (buttons are pressed to see which buttons make it go on, off, move forward, move backwards, etc.**

Q4. What is the difference between Brainstorming and Focus Groups? - 3 Marks

**Answer 4 – Brainstorming and Focus Groups are both types of elicitation techniques that are used in requirement gathering. Each has its own way of usage and is used depending on what needs to be gathered and how. A few differences are:**

|  |  |  |
| --- | --- | --- |
|  | **Brainstorming** | **Focus Groups** |
| **1** | **Brainstorming is the process of generating creative ideas and solutions through intensive and freewheeling group discussion.** | **Focus Groups is bringing together a group of individuals to gather feedback and insights for a project.** |
| **2** | **This is more of an informal way of generating ideas and is usually an open-ended discussion and set up spontaneously** | **This is more carried out in a semi structured way where there is a moderator who oversees the technique, so it can be called more of a semi formal method.** |
| **3** | **Brainstorming does not take more than a few hours maybe and is a less intensive method than JAD** | **Focus Groups can take a couple days maybe.** |
| **4** | **This group may comprise of a diverse group of stakeholders and project members, not limited to a specific audience.** | **This group may comprise of a target audience or stakeholders, so like a representative sample of a particular set of people.** |
| **5** | **Ideas are invited in an open forum, summarized and rated, discussion points are evaluated for further analysis, which elicitation of requirements extremely productive.** | **Discussion leads to detailed feedback, observations and suggestions.** |

Q5. Observation Technique – Explain both Active and Passive approaches - 3 Marks

**Answer 5 – Observation Technique is a type of an elicitation technique which is widely used in Business Analysis for research purpose and gathering requirements. As the name suggests, it involves observation of people, processes, systems, etc. There are 2 approaches to this –**

**Active Observation – this approach involves direct talk and engagement with the individuals or systems which are being observed. Questions are asked, interactions happen to make the observation outcome more fruitful and in depth.**

**Passive Observation – This approach involves indirect engagement and interaction with the processes or individuals in question. Only visual passive observation is carried out to make notes and write comments.**

Q6. How do you conduct the Requirements Workshop- 3 Marks

**Answer 6 - A requirements workshop is a collaborative session where stakeholders and business analysts work together to elicit, validate, and prioritize requirements for a project or a product.**

**It is a structured approach to gather requirements.**

**It is used to discover and define the requirements to reach closure for the target system.**

**It helps to create an agenda to define objectives of the requirements and validate them.**

**Findings are summarized.**

**Only key stakeholders are a part of it.**

Q7. In which context, Interview Technique can be conducted by a BA ? How may

approaches are there in conducting Interviews? (Structured – Unstructured) Explain them.

Explain the difference between Open Ended Questions and Closed ended Questions –

6Marks

**Answer 7 – Interview Techniques are a type of elicitation technique that are used in the context of directly communicating with stakeholders and ask them different questions to obtain valuable information to make informed decisions. This technique is the most common and simple technique which is frequently used by Business Analysts and can be used for stakeholder analysis, process analysis, requirements gathering.**

**There are 2 approaches involved – Structured and Unstructured:**

**Structured Approach – This involves asking a predetermined set of questions in a specific order. It is a systematic and standardized method to ensure consistency and objectivity in gathering requirements. The systematic way also helps in comparing responses and analyzing and prioritizing data. This results in a quantitative data collection through close ended questions.**

**Unstructured Approach – This involves asking questions which are not prearranged. This is the opposite of a structured approach. An unstructured interview is a qualitative data collection method where the interviewer has the flexibility to ask open-ended questions and adapt the conversation based on the participant's responses. This way they can adjust on the go depending on what requirements need to be gathered, so is flexible. It revolves around a set objective though.**

**The difference between open ended and close ended question is as follows:**

**Open-ended questions in interview technique in business analysis allow respondents to provide unrestricted answers, encouraging detailed responses and insights. These questions cannot be answered with a simple "yes" or "no" and invite candidates to share experiences, explain reasoning, and provide comprehensive answers.**

**On the other hand, Close-ended questions are inquiries that can only be answered with a specific, predetermined response. These questions limit a respondent's answer to a simple "yes" or "no," a numerical value, a multiple-choice selection, or a similarly concise reply or Likert scale questions (e.g., “Strongly Agree” to “Strongly Disagree”).**

Q8. Questionnaire Technique – Where we will use? Give one example - 6 Marks

**Answer 8 –** **Questionnaire Technique is a type of elicitation technique that consists of a series of questions designed to collect data from respondents.**

**It is commonly used in surveys, academic research, market studies, and evaluations.**

**It helps business analysts gather standardized data from large groups of people.**

**It can be used in the form of online, face to face or paper and pencil.**

**One example is as follows:**

**Customer Satisfaction Survey for an Online Store**

**Objective: To measure customer satisfaction with the shopping experience, delivery, and customer support.**

**Example Questions:**

* + **“How often do you shop with us?”**
    - **a) Once a week**
    - **b) Once a month**
    - **c) A few times a year**
    - **d) First time**
  + **“Would you recommend our store to a friend?”**
    - **a) Yes**
    - **b) No**

**One more example is the questions that sometimes pop up on youtube before we want to watch a video. This is a survey trying to gather information about a particular trend or requirement.**

Q9. How to Sort the Requirements – Where we will use? Give one example - 5 Marks

**Answer 9 – Sorting requirements is an important part of requirements management process for effective categorization, analysis and implementation of requirements. It helps to organize and prioritize requirements during the elicitation and documentation phases of a project.**

**It refines and removes any duplicates, making it easier to categorize.**

**Requirements can be categorized into different types, such as functional, non-functional, technical, and non-technical requirements. The role of a business analyst is to identify, document, and ensure that the requirements align with business goals.**

**As per my research on google –**

**Sorting requirements in business analysis involves the following steps:**

* **Categorize the requirements: Rearrange them according to types.**
* **List the requirements in a logical sequence.**
* **Prepare the requirements for easy review by respective departments.**
* **Use separate identifiers for specific requirements to aid traceability.**

**One Example is :**

**Banking and Financial Services -**

**Implementing a Mobile Banking App In the banking sector. A BA needs to sort requirements to ensure that user needs are met and align with the business goal.**

* **Functional Requirements: The app must support functionalities like account balance checks, funds transfers, bill payments, and mobile deposits.**
* **Non-functional Requirements: The system should handle peak usage loads efficiently, providing high availability and a response time of fewer than 2 seconds for key features.**

Q10. Prioritise the Requirements – –Where we will use? Give one example - 5 Marks

**Answer 10 – Once the requirements are sorted as explained in the previous answer, requirements need to be prioritized based on their urgency, Business value, impact and dependency of one requirement on another. It helps to focus on what is most important in the success of a project first, hence making it a crucial step.**

**There are few priority techniques like MoSCoW, 100 Dollar Test, Poker , etc.**

**One of the most important technique is MoSCoW technique –**

**Must have, Should have, Could have and Would have**

**One example relating to the previous example is:**

**One of the functional requirements of the App supporting basic banking functionalities would have a higher business value, hence this could be prioritized using the MoSCoW technique as ‘Must have’. And because the sorting was done, it was easier to retrieve the requirement easily and prioritize it.**

Q11. Weekly status reporting – How we will drive? 5 Marks

**Answer 11 – Weekly Status Reporting is a summary of all the activities that were carried out by various team members during the week pertaining to the project. It aims at bringing together the team and inching closer to the target achievement. Weekly reports help in understanding which activities worked and what challenges were faced in completion of a task or work in progress. Weekly status reporting is driven by asking certain questions to the team. The answers to these questions make up the reports.**

**Few questions that form part of the weekly status reporting are:**

* **What have been working on recently?**
* **What have you accomplished this week?**
* **What are your top priorities?**
* **What are your challenges going into next week?**
* **What are you planning?**
* **What have you done?**
* **What problems are you facing?**
* **What meaningful workstream or project progress have you completed?**
* **What challenges did you encounter currently in this week?**
* **What have you learned this week and how will it shape your work next week?**

Q12. Meeting Minutes Document – prepare one Sample -5 Marks

**Answer 12 – Minutes of Meeting document is called as a MoM in business language. It is a concise and precise narration of all the important points that were discussed during a meeting. It is captured by way of notes or pointers so it’s easy to read and access.**

**It is a formal written document that basically highlights the discussions, actions and decisions that were taken during a meeting, motions proposed or voted on and activities to be undertaken. To make sure everyone is on the same level of understanding regarding the project guidelines and each person knows what their assigned duty is, the MoM acts as an official record consisting of crucial and key points/ action items.**

**Hence it acts as an authorized paper that enlists and documents decisions, assigns responsibilities, tracks progress of the project, etc.  This is filed or stored for referencing in the future.**

**A sample of MoM can look like this: Depending on the project type, it can differ by way of widgets and names.**

|  |  |
| --- | --- |
| **Meeting Title** | |
| **Date and Time** |  |
| **Location** |  |
| **Attendees** |  |
| **Agenda** |  |
| **Discussion Summary** |  |
| **Decisions made** |  |
| **Action Items** |  |
| **Owner** |  |
| **Due Date** |  |
| **Agenda Summary** |  |
| **Next Meeting** | |
| **Meeting Title** |  |
| **Date and Time** |  |
| **Location** |  |
| **Expected Attendees** |  |

Q13. Change Tracker – Document - – prepare one Sample -4 Marks

**Answer 13 - A change tracker document in business analysis is basically a change log. It is an important component of change management.**

**It records all changes made to a project, product, or system, including details such as date, source, description, impact, status, and approval. The change log helps track the history and progress of changes and communicate them to the team and stakeholders. So basically it is used to log and track and change requests made throughout the life of the project.**

**There are a lot of formats of a change tracker document as per my research on Google. I have picked this with some dummy details in it. A sample change tracker document would look like as follows. It is about a loan system (dummy details).**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Change ID** | **Request Date** | **Requested by** | **Description of Change** | **Priority** | **Status** | **Impact Analysis** | **Approved By** |
| **C001** | **Dec 16, 2024** | **HR Department** | **Modify loan approval workflow to include additional verification step** | **High** | **Approved** | **Additional verification step will ensure more accurate loan approvals** | **Project Manager** |
| **C002** | **Dec 18, 2024** | **Accounts Dept** | **Update loan repayment schedule to allow bi-weekly payments** | **Medium** | **Pending** | **Bi-weekly payments will provide more flexibility to employees** | **Project Manager** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

Q14. Difference between Traditional Development Model and Agile Development Models –

8 Marks

**Answer 14 – There are various differences between the Traditional Development Waterfall Model and Agile Development Models:**

|  |  |  |
| --- | --- | --- |
|  | **Waterfall Model** | **Agile Model** |
| **1** | **Approach- Follows a sequential design process, linear approach where each phase must be completed before the next one begins.** | **Follows an incremental and iterative approach** |
| **2** | **Flexibility wise - Rigid, with no scope for changing requirements once development starts** | **Flexible, allowing changes at any stage of development** |
| **3** | **Customer Interaction - Minimal customer interaction, with the product delivered after overall development** | **High customer interaction, with incremental versions deployed to the customer after each iteration** |
| **4** | **Team Size -Can involve larger teams** | **Typically involves smaller teams for faster movement** |
| **5** | **Suitability - Works well for smaller projects with clear requirements but not suitable for large projects** | **Suitable for complex projects but not ideal for small projects due to higher costs, requiring adaptability and continuous customer feedback** |
| **6** | **Testing & Delivery of software- Testing starts after development is complete. Entire system is developed and delivered at the end of the project,** | **Testing is concurrent with development. Software is delivered in small and functional increments (iterations)** |
| **7** | **Changes – can be costly** | **Is a key principle of this model and is not costly** |
| **8** | **Project Planning – Detailed planning at the start, changes are discouraged** | **Welcomes and accommodates changes, planning is revisited regularly** |

Q15. Explain Brainstorming Technique – Where to use? 5 Marks

**Answer 15 - Brainstorming is a creative problem-solving technique. It encourages free thinking and allows for all ideas to be voiced.This method encourages open thinking and the free flow of ideas, promoting innovative solutions and collaboration. People interact to suggest ideas spontaneously in response to a prompt. Ideas are noted down during the activity.**

**As per Wikipedia - The term was popularized by advertising executive Alex Faickney Osborn in the classic work Applied Imagination.**

**It is widely used as an elicitation technique in business analysis.**

Q16. What reports Accounts Departments will generate (minimum 5 reports) – 10 Marks

**Answer 16 - The Accounts Department for the purpose of an employee loan system will generate the following reports:**

* **Disbursement Report: Provides information about the amount and date of loan disbursement to different employees.**
* **Loan Origination Report: Shows loan requests and approvals.**
* **Payment Processing Report: Tracks loan payments.**
* **Account Management Report: Provides an overview of loan accounts.**
* **Loan Balance Report: Displays current loan balances for employees.**

Q17. What is the structure of the message/mail communicated from the HR department to

the employee in case the Loan is rejected? – 5 Marks

**Answer 17 – When the HR department needs to inform an employee about a loan rejection, the communication should be clear, concise, and empathetic.**

**Subject: Loan Application Decision**

**Dear [Employee Name],**

**I hope this message finds you well. We appreciate your interest in our employee loan program and your patience throughout the application process.**

**After careful review, we regret to inform you that your loan application has not been approved. This decision was based on [brief explanation or reason, such as not meeting certain criteria or requirements]. We understand that this news may be disappointing, and we apologize for any inconvenience this may cause.**

**If you have any questions or would like to discuss this further, please do not hesitate to reach out to us. You may contact [HR Representative’s Name] at [Contact Information]. Additionally, we encourage you to explore other financial assistance options available to you, and we are here to support you in any way we can.**

**Thank you for your understanding and for being a valued member of our team.**

**Sincerely,**

**[HR Representative’s Name] [HR Department] [TTS Company] [Contact Information]**

Q18. What is the structure of the message/mail communicated from the HR department to

the employee in case the Loan is approved? – 5 Marks

**Answer 18 - When the HR department informs an employee about the approval of a loan, the message should be clear, positive, and supportive.**

**Subject: Loan Application Approval**

**Dear [Employee Name],**

**I hope this message finds you well. We are pleased to inform you that your loan application has been approved. We appreciate your patience during the review process.**

**The details of your loan approval are as follows:**

* **Approved Amount: [Approved Amount]**
* **Interest Rate: [Interest Rate]**
* **Repayment Terms: [Repayment Terms]**

**To proceed, please review and sign the attached documents. If you have any questions or need further assistance, please don't hesitate to contact us. You can reach [HR Representative’s Name] at [Contact Information].**

**We are excited to support you in achieving your plans and goals. Thank you for being a valued member of our team.**

**Sincerely,**

**[HR Representative’s Name] [HR Department] [TTS Company] [Contact Information]**

Q19. Design a sample report on the Loans applications Received by the accounts

department – 8 MarksTTS Company, Accounts Department

**Answer 19 -**

**Report on Loan Applications Received**

**Date: Dec 27, 2024**

**Prepared by: Kinnari Kapoor**

**Introduction**

**This report provides an overview of the loan applications received by the Accounts Department during the [specific time period, e.g., last quarter, month]. The aim is to present data on the number of applications, their statuses, and any notable trends.**

**Summary**

**During the [time period], the Accounts Department received a total of [number] loan applications. Below is a summary of the application statuses:**

* **Approved: [number] applications**
* **Rejected: [number] applications**
* **Pending: [number] applications**

**Detailed Breakdown**

| **Application ID** | **Employee Name** | **Date Received** | **Loan Amount** | **Status** | **Notes** |
| --- | --- | --- | --- | --- | --- |
| **001** | **John Doe** | **[Date]** | **$10,000** | **Approved** | **Met all criteria** |
| **002** | **Jane Smith** | **[Date]** | **$5,000** | **Rejected** | **Incomplete documents** |
| **003** | **Alex Johnson** | **[Date]** | **$8,000** | **Pending** | **Awaiting review** |
| **004** | **Chris Lee** | **[Date]** | **$15,000** | **Approved** | **High credit score** |
| **005** | **Pat Brown** | **[Date]** | **$7,000** | **Rejected** | **Insufficient income** |

**Analysis**

* **Approval Rate: [Percentage] of the applications were approved.**
* **Rejection Rate: [Percentage] of the applications were rejected.**
* **Pending Applications: [Percentage] of the applications are still pending.**
* **Common Reasons for Rejection: The most common reasons for rejection included incomplete documents and insufficient income.**

**Conclusion**

**The report highlights that the majority of applications were processed efficiently. However, there is a need to address common reasons for rejection by providing clearer guidelines to employees and improving the document submission process.**

**Recommendations**

1. **Improve Communication: Provide detailed guidelines and checklists for loan applications.**
2. **Automate Processes: Implement an automated system to track application status and notify applicants.**
3. **Training: Offer training sessions for employees on how to complete loan applications accurately.**

**Prepared by:**

**Name, Position, Contact number**

Q20. Which reporting Tools we will use for generating reports. – 5 Marks

**Answer 20 -**

**When generating reports, various tools can be used depending on the complexity and requirements of the reports. Here are some commonly used reporting tools:**

* **Microsoft Excel:**

**Widely used for its flexibility in creating detailed reports with tables, charts, and pivot tables.**

**Suitable for simple to moderately complex reports.**

* **Microsoft Power BI:**

**Provides advanced data visualization and business intelligence capabilities.**

**Ideal for interactive and dynamic reports, dashboards, and data analysis.**

* **Tableau:**

**Another powerful data visualization tool that helps create interactive and shareable dashboards.**

**Excellent for complex data analysis and visual storytelling.**