**Capstone Prep 3 - Part 2 Sample Case study Session**

**1.What is the difference between Brainstorming and JAD Sessions?
4. What is the difference between Brainstorming and Focus Groups?**

| **Aspect** | **Brainstorming** | **JAD (Joint Application Development) Session** | **Focus Group** |
| --- | --- | --- | --- |
| **Purpose** | Generate a wide range of ideas quickly (creative thinking). | Define detailed requirements by collaborating intensively with key stakeholders and SMEs. | Gather feedback or opinions on a product, service, or concept from target users. |
| **Participants** | Usually internal stakeholders or a specific group (could include SMEs, users, management). | A cross-functional group: users, developers, sponsors, SMEs, and facilitators (including a BA). | Selected group of end-users or consumers (may be customers, users, or clients). |
| **Structure** | Informal; often free-flowing with minimal rules to encourage creativity. | Highly structured; predefined agenda, specific roles (facilitator, scribe, participants). | Semi-structured; a moderator leads with a set of questions but allows open discussion. |
| **Focus** | Quantity of ideas, not quality; evaluation happens later. | Clarifying needs, processes, rules, and interfaces. Very solution-oriented. | User perception, experience, satisfaction, and expectations. |
| **Output** | List of ideas (raw input for further analysis). | Detailed requirements and process models. | Summary of opinions, needs, and attitudes. |

**2. Why Document Analysis is one of the compulsory technique we use in a Project? Justify**The Document analysis is reviewing existing documents, reports, policies, or system artifacts;
understanding current processes, legal constraints, and historical data.
Documents may be outdated or incomplete.

 **1. Understanding the Current State ("As-Is")**

* Existing documents (policies, procedures, business rules, contracts, process maps) help the BA understand how things work today. Without this, it’s impossible to design an appropriate solution — you might solve the wrong problem!

 **2. Hidden Requirements and Constraints**

* Important business rules, regulatory requirements, or system limitations are often already documented — but stakeholders might forget to mention them.
Document Analysis reveals non-obvious constraints early.

 **3. Speeds Up Requirements Elicitation**

* If the BA starts with a basic understanding from document reviews, elicitation sessions (like interviews, workshops, JAD) become more focused and productive. Otherwise, meetings could be spent asking basic questions that could have been answered by reading.

 **4. Risk Mitigation**

* Missed regulatory, contractual, or technical details can cause major project risks later (e.g., legal fines, non-compliance).Early document analysis reduces such risks significantly.

**3.In Which Context we will use Reverse Engineering?**Reverse Engineering is an elicitation technique where a Business Analyst studies an existing product, system, or process to figure out how it works, especially when documentation is missing, outdated, or unavailable.

| **Situation** | **Why Reverse Engineering is Needed** |
| --- | --- |
| No documentation exists | Legacy systems, processes, or applications often lack up-to-date documentation. |
| Stakeholders are unavailable or have limited knowledge | Sometimes people who built or maintained a system have left the company. |
| Understanding competitors' products | In market research, reverse engineering can help understand a competitor’s features (legal limits must be respected). |

 **Two categories of reverse engineering** Black box: The system or product is studied without examining the internal structure.
 White Box: The system’s the internal structure is studied and the n next step is taken.

**5.Observation Technique – Explain both Active and Passive approaches** Observation is a technique where the BA watches end-users or stakeholders perform their tasks to learn about processes, tools, pain points, and workflow details.
 **1. Active Observation (Also called "Participatory")** The BA interacts, asks questions, or even participates in the task while observing. More interactive and dynamic. Helps uncover why something is done a certain way.

 Mostly used When deeper insights are needed into decision-making or logic. When contextual explanations are necessary.

 **2. Passive Observation (Also called "Non-Participatory")**

* The BA silently observes the subject without interrupting. Less intrusive and more natural behavior from the user. Focuses on how tasks are done, not why.

 Used when you want to avoid influencing behavior and for highly repetitive tasks (e.g., data entry).

**6.How do you conduct the Requirements Workshop**A Requirements Workshop is a facilitated, structured meeting where stakeholders, subject matter experts (SMEs), and the Business Analyst (BA) collaborate to define, refine, prioritize, and validate requirements for a project or solution.
 **1. Planning Phase**

* Define objectives of the workshop (e.g., gather new requirements, validate existing ones).
* Identify and invite the right stakeholders (users, SMEs, sponsors, architects, QA, developers).
* Prepare agenda with time slots, activities, breaks.
* Distribute pre-reading materials (existing documents, drafts, business case, etc.).

 **2. Execution Phase (During the Workshop)**

 **Key Activities:**

* Kickoff: Clarify goals, scope, and ground rules.
* Context Setting: Present background, high-level objectives, and any known information.
* Capture Requirements:
* Clarify and Confirm:
	+ Read back or summarize key points.
	+ Get agreement or identify follow-ups.

 **3. Post-Workshop Activities**

 **Deliverables:**

* Clean, organized Requirements Document or workshop summary.
* Diagrams (process flows, user journeys, system context, etc.).
* Action items, decisions made, open issues.
* Send to all participants for review and confirmation.
* Update the requirements repository (e.g., Jira, Confluence, Excel, etc.).

**7.** **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**

The **Interview** is a **one-on-one or group elicitation technique** where a Business Analyst **asks questions** directly to stakeholders (such as end users, SMEs, managers, etc.) to gather information about requirements, processes, goals, and pain points.
**In below context Interview Technique should be used:**

* You need deep insights into a stakeholder’s needs, tasks, or expectations.
* You are dealing with busy stakeholders who prefer a private, focused session.
* The topic requires confidentiality (e.g., risks, failures, business rules).

**Types of Interview Approaches:**

**1. Structured Interviews**

* Follow a **fixed set of predefined questions**.
* Very organized, like a questionnaire.
* Suitable when the scope is narrow and clearly defined.

**2. Unstructured Interviews**

* No fixed format; more of an **open conversation**.
* Allows the stakeholder to **guide the discussion**.
* Useful in early discovery phases or when exploring unknown areas.

**3. Semi-Structured Interviews**

* A mix of both: have some prepared questions but allow flexibility.
* Most commonly used by BAs.
* Ensures coverage while allowing new ideas to emerge.

 **Open-Ended Questions**
* Encourage detailed responses.
* Help uncover **insights, stories, root causes**, and **unspoken needs**.
* Often begin with **what, why, how, describe, explain**.

 **Closed-Ended Questions**

* Prompt short or specific responses (Yes/No, numbers, dates, options).
* Useful for **quantifying** data or verifying facts.
* Often begin with **is, are, do, can, how many, when**.

**8.Questionnaire Technique – Where we will use? Give one example**
The **Questionnaire Technique** is a **requirements elicitation method** where a Business Analyst (BA) prepares a set of **written questions** and sends them to a group of stakeholders to **gather information, opinions, or preferences**.

Where Will You Use the Questionnaire Technique?

* Large number of stakeholders are involved (e.g., across multiple locations).
* Stakeholders are too busy to attend workshops or interviews.
* You need quantitative data (e.g., preferences, satisfaction levels).
* You want to standardize responses for easier comparison and reporting.
* You are in the initial discovery phase to gather broad feedback quickly.

Example of Using the Questionnaire Technique:

Imagine you are analyzing an old CRM (Customer Relationship Management) system to decide whether to replace or upgrade it.
You send a questionnaire to 50 salespeople asking:

* "How satisfied are you with the current CRM system? (Scale 1–5)"
* "What features do you use most frequently? (Multiple-choice)"
* "What are the top three challenges you face with the current CRM? (Open-ended)"
* "Would you prefer a mobile version of the CRM? (Yes/No)"

**9. How to Sort the Requirements – Where we will use? Give one example**

Sorting requirements means organizing and prioritizing them based on specific criteria such as importance, urgency, complexity, business value, risk, or dependency.

It helps manage scope, focus on high-value items first, and plan the implementation effectively.

 **Where Will You Use Requirement Sorting?**

During requirements analysis after gathering a large list of requirements.

* In backlog grooming sessions (Agile projects).
* When preparing for phased deliveries (releases).
* To support decision-making on what to implement first.
* When there are conflicting stakeholder needs and trade-offs must be made.

Imagine you're working on a new **Employee Self-Service Portal**.
You gathered 30 requirements from HR, IT, and employees.
* You might **sort** them like this:

| * **Requirement**
 | * **Priority (MoSCoW)**
 | * **Notes**
 |
| --- | --- | --- |
| * View payslip online
 | * Must Have
 | * High impact for employees.
 |
| * Request leave online
 | * Should Have
 | * Important but not urgent.
 |
| * Customize portal themes
 | * Could Have
 | * Nice to have, low urgency.
 |
| * Integration with wellness apps
 | * Won't Have
 | * Out of scope for now.
 |

**10. Prioritise the Requirements – –Where we will use? Give one example**
Prioritization is the process of ranking requirements based on their importance, urgency, business value, risk, cost, or stakeholder impact, to determine which ones should be implemented first. **Where Will You Use Requirement Prioritization?**

* After eliciting and validating all requirements.
* During release planning or sprint planning.
* When stakeholders disagree on what’s most important.
* In projects with limited budget or time.
* In Agile projects, when creating or managing product backlogs.

Imagine you're developing a **mobile banking app**. After collecting requirements, you prioritize them using the **MoSCoW** method:

| * **Requirement**
 | * **Priority**
 | * **Reason**
 |
| --- | --- | --- |
| * View account balance
 | * Must Have
 | * Core functionality
 |
| * Transfer funds
 | * Must Have
 | * High user demand
 |
| * Apply for a loan
 | * Should Have
 | * Less frequent usage
 |
| * Personalize dashboard
 | * Could Have
 | * Nice-to-have
 |
| * Link to investment tools
 | * Won’t Have
 | * Out of current scope
 |

**11.Weekly status reporting – How we will drive?** Weekly status reporting is essential for maintaining alignment, tracking progress, managing risks, and communicating value across stakeholders. It is a summary of all work done during a week and how these activities contributed to the completion of a task or project.
Questions that can be asked in a weekly status report include:
 1.What have you been working on recently?
2.What have you accomplished this week?
3.What are your top priorities?
4.What are your challenges going into next week?

**12.Meeting Minutes Document – prepare one Sample**A Meeting Minutes Document is a formal written record of what was discussed, decided, and agreed upon during a meeting. It serves as an official summary of the meeting's content and is usually prepared by a designated note-taker—often a Business Analyst, Project Manager, or team assistant.

|  |
| --- |
| Meeting title: |
| Date and Time |   |
| Location  |   |
| Attendees |   |
| Agenda |   |
| Discussion Summary |   |
| Decision made |   |
| Action items |   |
| Owner |   |
| Due date |   |
| Agenda summary |   |
| Next meeting |
| Meeting title |   |
| Date and Time |   |
| Location  |   |
| Expected Attendees |   |

**13.Change Tracker Document – prepare one Sample**A Change Tracker Document is used to log, track, and manage changes made to project artifacts such as Business Requirements Documents (BRD), Functional Specifications, or system configurations. Business Analysts often use this to ensure traceability, transparency, and impact analysis throughout the project lifecycle.

| **Change ID** | **Date** | **Description of Change** | **Requested By** | **Status** | **Owner** | **Approved By** | **Comments** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| CHG-001 | Apr 15, 2025 | Added SMS OTP support for login | John Smith (PO) | Approved | Jane Doe | Sarah Lee (Dev Lead) | Dev estimate added |
| CHG-002 | Apr 20, 2025 | Modified password policy to include special characters | Security Team | In Progress | Jane Doe | Pending | Needs QA revalidation |
| CHG-003 | Apr 27, 2025 | Removed "Guest Checkout" feature | Product Team | Rejected | Jane Doe | N/A | Not aligned with MVP scope |

**14.** **Difference between Traditional Development Model and Agile Development Models**

| **Feature** | **Traditional Development Model** | **Agile Development Model** |
| --- | --- | --- |
| **Process Style** | Linear and sequential | Iterative and incremental |
| **Flexibility** | Rigid: Changes are hard to accommodate | Highly flexible and adaptive to change |
| **Phases** | Clearly defined phases (Requirements → Design → Implementation → Testing → Deployment) | Work is broken into small cycles (sprints) with all phases repeated in each sprint |
| **Customer Involvement** | Minimal after initial requirements | Continuous involvement throughout the project |
| **Documentation** | Heavy documentation before implementation | Just enough documentation, focused on working software |
| **Delivery** | Single final delivery at the end | Frequent small releases after each sprint |
| **Risk Management** | High risk, as issues may be discovered late | Low risk, as continuous testing and feedback are incorporated |
| **Team Communication** | Formal, top-down communication | Informal, daily stand-up meetings and collaboration |
| **Project Size Suitability** | Best for small, well-defined projects | Best for complex, evolving projects |

**15. Explain Brainstorming Technique – Where to use?**Brainstorming is a creative problem-solving technique used to generate a large number of ideas or solutions in a short period of time. It encourages free-thinking, openness, and non-judgmental participation, aiming to explore a wide range of possibilities.
**Steps in Brainstorming:**

1. Define the problem clearly.
2. Set a time limit for idea generation.
3. Encourage all participants to contribute ideas.
4. Record all ideas without evaluating them.
5. After the session, analyze and refine ideas to identify the best solutions.

| **Context** | **Examples** |
| --- | --- |
| Project Planning | Generating features for a new software application |
| Problem Solving | Finding causes and solutions for customer complaints |
| Process Improvement | Identifying inefficiencies in a workflow |
| Marketing & Advertising | Creating campaign ideas or product slogans |
| Product Development | Exploring new product concepts or enhancements |
| Team Building & Innovation | Encouraging creative thinking among team members |

**16. What reports Accounts Departments will generate?** 1. Loan Disbursement Report

 - Details of loans approved and disbursed.
 - Includes employee ID, loan amount, date of disbursement, and payment method.

2. Loan Repayment Report

- Monthly tracking of repayments made by employees.
- Includes installment amount, date of deduction, remaining balance.

3. Loan Repayment Schedule Report

- For tracking upcoming repayment schedules for all employees with active loans.
- Helps in forecasting salary deductions.

4. Loan Rejection Report

- Details of loan applications that were rejected.
- Includes reason for rejection and reviewer comments.

5. Outstanding Loan Balance Report

 - Shows all employees with active loans and their remaining balances.
 - Useful for monitoring potential risks and recoveries.

6. Loan Recovery & Default Report

 - Tracks missed payments, late repayments, or employees in default.
 - Flags accounts needing follow-up or escalation.

7. Monthly/Quarterly/Annual Loan Report
 - Overview of all loan activities within a selected timeframe.
 - Used for financial planning and compliance reporting.

 **17. What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is rejected?
Dear [Employee Name],**

Thank you for submitting your loan application dated [Application Date] through the Employees Loan Management System.

After a careful review by the HR and Accounts departments, we regret to inform you that your loan request for an amount of [₹Amount] has not been approved at this time.

Reason for Rejection:

[Clearly state the reason(s), such as:]

* **Insufficient eligibility as per company policy**
* **Outstanding previous loan**
* Incomplete documentation
* Not meeting minimum tenure criteria
* Other specific reason

We understand this news may be disappointing. Please be assured that the evaluation was conducted fairly and in line with our internal guidelines.

You may consider reapplying for a loan after [mention if there's a waiting period or condition] or contact the HR department for further clarification or assistance.

If you believe there has been a misunderstanding, you are welcome to reach out to [Contact Person] at [Contact Email/Phone] for further discussion.

We appreciate your understanding.

**Warm regards,**
[HR Representative's Name]
Human Resources Department
TTS Company

**18.** **What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is approved?**

**Dear [Employee Name],**

We are pleased to inform you that your loan application dated [Application Date] has been **approved** after successful review by the HR and Accounts departments.

 Loan Details:

* **Approved Amount: ₹[Approved Amount]**
* **Disbursement Date: [Date]**
* **Interest Rate: [X]% per annum (if applicable)**
* Repayment Tenure: [Number of months] months
* Monthly Installment: ₹[Installment Amount]
* Deduction Mode: Automatic deduction from your monthly salary

In case you have any queries regarding the terms, conditions, or repayment schedule, feel free to reach out to [HR Contact Name] at [Contact Email/Phone Number].

We are happy to support your financial needs and appreciate your continued contributions to TTS Company.

**Warm regards,**
[HR Representative's Name]
Human Resources Department
TTS Company
 **19.** **Design a sample report on the Loans applications Received by the accounts department
TTS Company – Employee Loan Applications Received Report**

**Report Name:** Loan Applications Received **Department:** Accounts Department **Reporting Period:** 01-Apr-2025 to 25-Apr-2025 **Generated By:** Accounts Officer – [Name]
**Report Date:** 26-Apr-2025

| **SrNo.** | **Employee ID** | **Employee Name** | **Department** | **Loan Amount Requested (₹)** | **Application Date** | **Status** | **Reviewed By** | **Remarks** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1** | EMP1023 | Ravi Kumar | IT | ₹100,000 | 03-Apr-2025 | Approved | A/C Officer 1 | Disbursement on 05-Apr-2025 |
| **2** | EMP1047 | Priya Singh | HR | ₹75,000 | 05-Apr-2025 | Rejected | A/C Officer 2 | Insufficient tenure |
| **3** | EMP1081 | Anil Mehta | Finance | ₹200,000 | 10-Apr-2025 | Pending Review | - | Awaiting HR input |
| **4** | EMP1009 | Sunita Reddy | Marketing | ₹50,000 | 12-Apr-2025 | Approved | A/C Officer 1 | Terms accepted |
| **5** | EMP1065 | Rajeev Nair | Operations | ₹120,000 | 15-Apr-2025 | Rejected | A/C Officer 3 | Document incomplete |

 **20.** **Which reporting Tools we will use for generating reports.**Employee Loan Management System at TTS Company, selecting the right reporting tools is crucial for generating accurate, timely, and user-friendly reports for the Accounts and HR departments.
**Microsoft Power BI**

* Integration with SQL Server, Excel, and other data sources
* Easy-to-use dashboards for Accounts and HR
* Export to PDF/Excel

**Tableau**

* Powerful data visualization
* Good for management-level summaries and trend analysis

**Looker (Google Cloud)**

* Real-time dashboards and embedded reporting
* Good fit if the system is on cloud infrastructure

**Microsoft Excel** (with PivotTables and charts)

* Useful for small to medium reporting needs
* Easily shareable and widely understood

 **Google Sheets**

* Cloud-based, supports collaboration
* Can be connected to Google Forms or scripts for automation