

# ThoughtWorks® BA Questions (Confidential)

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- Please read the instructions and submit your response within 3 days.
- Please submit your answers in pdf/jpg/doc/ppt formats.
- The material given for this Business case might not be sufficient for you to answer the questions. You can make **reasonable assumptions** based on your experiences but please clearly list the questions and the assumptions you made in your answers.

## Your Tasks

**Part 1:** Please read the Business Case - “Globe Images” and answer the following questions:

1. Please draw a process flow diagram to illustrate the complete set of features/processes of your design using any of your familiar tools & methods.
2. Please break down the business requirements into a requirement list by using any of your familiar model & methods. You are not required to write out the full requirement description, a list of all user story titles is sufficient.
3. Please come up with wireframes to demonstrate how the users complete their goals through your software applications.
4. Using your answers from 1.2, please identify the top 3 requirements that are critical to the business and write out the full requirement description using any of your familiar model/methods, e.g. User Story.
5. Suppose you will have a User Interview (End User, not the Client) to understand more on the requirements. What questions would you like to address through this interview? What techniques/tools would you like to use to facilitate the conversation? Please briefly describe the structure of your conversation.

**Part 2. Business Case Analysis - please choose either Question A or Question B to answer.**

### **Question A : Suzhou Factory Analysis**

The following appeared in a presentation by the chief production manager of a machine parts manufacturing company at a management meeting:

Our factory in Suzhou is our most advanced and efficient. It is capable of producing ten drill bits for each dollar of production costs, whereas none of our other factories can produce more than seven drill bits per dollar of production costs. Therefore, we can reduce our overall drill bit production costs by devoting the Suzhou factory entirely to drill bit production. Since reducing the production costs of individual machine parts is the only way to achieve our larger goal of reducing our overall production costs, dedicating the Suzhou factory entirely to drill bit

production and shifting all other machine part production to our other factories will help us to attain that larger goal.

Discuss how well reasoned you find this argument. In your discussion be sure to analyze the line of reasoning and the use of evidence in the argument. For example, you may need to consider what questionable assumptions underlie the thinking and what alternative, explanations or counterexamples might weaken the conclusion. You should also discuss what sort of evidence would strengthen or refute the argument, what changes in the argument would make it more logically sound, and what, if anything, would help you better evaluate its conclusion. (No more than 500 words)

### **Question B : Airbnb Business Model Analysis**

- Please take some time to research the Airbnb business model. [Business Model Canvas](#) is recommended for your analysis but feel free to choose any other tools.
- And analyze whether this model will be successful in local travel cities such as Beijing/Chengdu/Xian in China; if not, please advise how to cater to such markets.

## **BUSINESS CASE - Globe Images**

Globe Images serves as a photo agency and stock library for the travellers, professional photographers and the organizations that want to consume the pictures.

More information about its business:

"The ultimate guide to a world of images.

Begin your travels around the world with Globe Images. Our digital image library provides you with a comprehensive collection of over 300,000 professional-quality destination photographs.

The Globe Images collection exposes our astonishing world in a surprising new way. From the eerily remote corners of the Arctic to the stunning topographies of Africa, and from the lush tropics of Asia to the rugged backdrop of Latin America, our planet is a patchwork of brilliant contrasts - all captured by our well-travelled photographers, resulting in a collection of imagery to inspire, excite and evoke."

Two typical user scenarios:

Christina, a famous traveler, is serving as Fundraising Director in Greenpeace organization.

Last year she went to Africa for a research project and had taken many pictures during her travel. She uploaded these pictures to Globe Images hope more people get to know the natural beauty there and meanwhile earn more attraction for Greenpeace's efforts.

David, an editor from Natural Geographic, found these amazing pictures on Globe Images and then bought 10 of them for his special topic of Africa Nature.

General requirements required by the customers:

- Anyone or any organization can register to Globe Images and become a member of Globe Images with valid identity information.
- All travellers can upload their pictures to Globe Images after registration. They need to supply the Caption, Locations, Photographer and Keywords when uploading.
- Anyone can browse pictures by collections or categories
- Anyone can search pictures by Keyword or Image number. The matching pictures will be shown in a grid list as a thumbnail with a watermark. And the Image number, photographer, locations need to be shown as well.
- By clicking on the thumbnail, people can view a bigger picture and its detailed information then add it to their own shopping cart if they are already the members.
- Those people or organizations want to sell and buy pictures through Globe Images need to supply their transaction cards information.