**Nurturing Process - Capstone Prep Exam 3 –Part 2**

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

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| **Aspect** | **Brainstorming** | **JAD Sessions** |
| **Purpose** | Generate ideas and solutions | Collaboratively gather requirements |
| **Participants** | Usually a diverse group of stakeholders | Typically includes project team members, stakeholders, and facilitator |
| **Format** | Informal and open-ended discussion | Structured sessions with predefined agenda |
| **Output** | Ideas, concepts, and potential solutions | Documented requirements, user stories, and use cases |

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Q2. Why Document Analysis is one of the compulsory technique we use in a Project?

* **Document analysis** is a crucial technique used in project management because it provides valuable insights, information, and context that are essential for project success.
* **Understanding Requirements** – contain valuable information about project objectives, scope, and expectations.
* **Quality Assurance** – documents include quality standards, guidelines, and procedures that define expectations for project deliverables.

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Q3. In Which Context we will use Reverse Engineering?

Reverse engineering is the process of analyzing an existing system, product, or process to understand its components, functionalities, and requirements. It is commonly used when documentation is missing or outdated, or when a business wants to improve or replicate a system.

It is the process of extracting knowledge or design information from anything man-made and re-producing it or re-producing anything based on the extracted information.

* There are 2 categories of reverse engineering –
➢ **Black box** - The system or product is studied without examining its internal structure.
➢ **White box** - The inner working of the system or product is studied.

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

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| **Aspect** | **Brainstorming** | **Focus Groups** |
| **Purpose** | Generate ideas and solutions | Gather feedback and insights |
| **Participants** | Usually a diverse group of stakeholders | Representative sample of target audience or stakeholders |
| **Format** | Informal and open-ended discussion | Semi-structured discussions with moderator |
| **Output** | Ideas, concepts, and potential solutions | Detailed feedback, observations, and suggestions |

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Q5. Observation Technique – Explain both Active and Passive approaches

Observing, **shadowing users** or even doing part of their job, can provide information of existing processes, inputs and outputs.

**Advantages:** Useful if the user is not able to clearly explain what they do or their requirements for the new system. Can see ideas for improving processes or removing unnecessary activities from the new system.

**Disadvantages**: Relatively slow, focused on existing processes rather than the new system processes.

There are two basic approaches for the observation technique:

-**Passive / invisible**. In this approach, the business analyst observes the subject matter expert working through the business routine but does not ask questions. The business analyst writes notes about what he/she sees, but otherwise stays out of the way, as if he/she was invisible. The business analyst waits until the entire process has been completed before asking any questions. The business analyst should observe the business process multiple times to ensure he/she understands how the process works today and why it works the way it does.

-**Active / visible**. In this approach, while the business analyst observes the current process and takes notes he/she may dialog with the worker. When the business analyst has questions as to why something is being done as it is, he/she asks the questions right away, even if it breaks the routine of the person being observed. In this approach, the business analyst might even participate in the work to gain an immediate appreciation for how the current process works.

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Q6. How do you conduct the Requirements Workshop?

Requirements workshop is a structured approach to capture requirements.

-It may be used to scope, discover, define, prioritize and reach closure on requirements for the target system.

* Prepare for the Requirements Workshop

Clarify the stake holder's needs, and the purpose of the workshop.

Identify critical stakeholders who should participate in the workshop.

 Define the workshop's agenda.

Determine what means will be used to document the output of the workshop.

Schedule the sessions

Arrange room logistics and equipment.

Send materials in advance to prepare the attendees and increase productivity at the meeting.

Conduct pre-workshop interviews with attendees.

* Co Conduct/Run the Requirements Workshop

-Elicit, analyse and document requirements.

-Obtain consensus on conflicting views.

-Maintain focus by frequently validating the session's activities with the workshop's stated objectives.

The Facilitator has the responsibility to:

- Establish a professional and objective tone for the meeting.

-Enforce discipline, structure and ground rules for the meeting.

 -Introduce the goals and agenda for the meeting.

- Manage the meeting and keep the team on track

-Facilitate a process of decision making and build consensus, but avoid participating in the content of the discussion.

-Ensure that all stakeholders participate and have their input heard.

-Ask the right questions, analyze the information being provided at the session by the stakeholders, and follow-up with probing questions, if necessary. The Scribe's role is to document the business requirements in the format determined prior to the workshop.

* Post Requirements Workshop wrap-up done by Facilitator

Follow up on any open action items that were recorded at the workshop.

Complete the documentation and distribute it to the workshop attendees and the sponsor

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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

An interview is a systematic approach where interviewee is going to ask relevant questions related to software and documenting the responses.

* Interviews can be conducted in various contexts, such as during requirements gathering, stakeholder analysis, or process analysis.
* The purpose is to extract valuable insights, expectations, and needs from individuals involved in or affected by a project.

### **Approaches to Conducting Interviews:**

➡ **Structured Interviews** - Follows a predetermined set of questions.

➡ **Unstructured Interviews** - Questions are not predetermined, allowing for flexibility.

|  | **Open-Ended Questions** | **Closed-Ended Questions** |
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|  | Questions that allow respondents to answer in their own words, providing detailed responses. | Questions that require a specific, fixed response, such as "Yes" or "No" or multiple-choice answers. |
|  | To gather detailed insights, opinions, and explanations. | To collect specific, measurable, and structured data. |
|  | "Can you describe the challenges you face in your current workflow?" | "Do you face challenges in your current workflow? (Yes/No)" |
|  | High flexibility—respondents can provide long, descriptive answers. | Low flexibility—respondents must choose from given options. |
|  | Used in exploratory research, interviews, and feedback collection. | Used in surveys, multiple-choice forms, and decision-making questions. |
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Q8. Questionnaire Technique – Where we will use? Give one example

-The questionnaire technique is a method of data collection commonly used in research, surveys, and assessments.

-It involves presenting a set of written questions to respondents and collecting their responses.

-Questionnaires can be administered in various ways, including paper and pencil, online surveys, or face-to-face interviews where the questions are read to the participants.

Example:-

#### **Topic: Patient Satisfaction in a Healthcare Facility**

1. **How would you rate the quality of care you received?**
	* Excellent
	* Good
	* Average
	* Poor
2. **Were the healthcare staff friendly and helpful?**
	* Yes
	* No
3. **How long did you wait before seeing the doctor?**
	* Less than 15 minutes
	* 15-30 minutes
	* More than 30 minutes
4. **Would you recommend this healthcare facility to others?**
	* Yes
	* No
5. **Any suggestions for improvement?** (Open-ended question)

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

-Sorting requirements is a crucial step in the requirements management process, helping to organize, prioritize, and categorize them for effective analysis and implementation.

-Sorting is often done during the requirements elicitation and documentation phases of a project.

Key Tasks are:-

-Define stakeholder needs.

-Identify business needs and divide them into functional and non functional requirements.

-Create group of similar requirement.

-Create supporting artifacts.

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

Technique for queuing the requirements for the development process

Factors that influence-Importance, risk, cost, benefit, time and strategy

3 main actors:--Customers

 -Developers

 -Business Owners

Techniques -100 Dollars Test

 Top 10 requirements

 Numerical Assignment -Mandatory, very important, rather important, not important, does not matter

Moscow is a prioritization technique used in business analysis and software development to reach a common understanding with stakeholders on the importance they place on the delivery of each requirement also known as MOSCOW prioritization or MOSCOW analysis

The MOSCOW method can help. MoSCOW stands for must, should, could and would:

M-Must have this requirement to meet the business needs.

S-Should have this requirement if possible, but project success does not rely on it.

C-Could have this requirement if it does not affect anything else in the project.

W-Would like to have this requirement later, but it won't be delivered this time

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Q11. Weekly status reporting – How we will drive?

Weekly status report is a summary of all work done during a week and how these activities contributed to the completion of a task or a project, or how each one brings the team closer to the achievement of theirtargets.

Questions that can be asked in a weekly status report include:

☐ What have you been working on recently?

☐ What have you accomplished this week?

☐ What are your top priorities?

☐ What are your challenges going into next week?

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Q12. Meeting Minutes Document – prepare one Sample

-Minutes of Meeting (MOM) is a formal written document that summarizes the discussions, decisions, and actions taken during a meeting.

-It serves as an official record of what transpired during the meeting and helps to ensure that everyone is on the same page regarding key points and action items.

-MOM is particularly important for tracking project progress, documenting decisions, and assigning responsibilities

| **Meeting Title:** | **Project Kickoff Meeting** |
| --- | --- |
| **Date and Time** | 20th Feb 2025, 10:00 AM |
| **Location** | Conference Room B |
| **Attendees** | ABC |
| **Agenda** | Discuss project scope, assign tasks, set deadlines |
| **Discussion Summary** | - Scope defined- Responsibilities assigned |
| **Decisions Made** | - Weekly stand-up’s every Monday |
| **Action Items** | - Item 1 - Item 2  |
| **Owner** | Project Manager |
| **Due Date** | 27th Feb 2025 |
| **Agenda Summary** | First phase to be completed by March 10th |

### **Next Meeting**

| **Meeting Title:** | **Weekly Status Update** |
| --- | --- |
| **Date and Time:** | 27th Feb 2025, 11:00 AM |
| **Location:** | Online (Zoom) |
| **Expected Attendees:** | All project members |

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Q13. Change Tracker – Document - – prepare one Sample

Change tracker document is used by the project team to log and track change request made throughout the life of the project.

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| --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Version Number** | **Document changes** | **Name** | **Title** | **Signature** | **Approved by** |
| 2025-02-01 | 1.0 | Initial version created | Alice | Project Manager | Alice\_Sig | John Doe |
| 2025-02-05 | 1.1 | Updated section 3.2 | Bob  | Developer | Bob\_Sig | Emily Clark |
| 2025-02-10 | 1.2 | Added new appendix | Charlie | Analyst | Charlie\_Sig | Sophia Lee |
| 2025-02-15 | 2.0 | Major revision and restructuring | David  | QA Lead | David\_Sig | Michael Scott |

Q14. Difference between Traditional Development Model and Agile Development Models

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| **Aspect** | **Traditional Development Model (Waterfall)** | **Agile Development Model (Scrum)** |
| **Development Approach** | Linear and Sequential | Iterative and Incremental |
| **Flexibility and Adaptability** | Less adaptable to changes after project initiation; changes can be costly | Embraces changes throughout the development process; flexibility is a key principle |
| **Project Planning** | Detailed planning at the project's start; changes may be discouraged | Incremental planning; welcomes and accommodates changes; planning revisited regularly |
| **Delivery of Software** | Entire system developed and delivered at the end of the project | Software delivered in small, functional increments (iterations) |
| **Client Involvement** | Limited involvement during development; more at the beginning and end | Frequent client collaboration throughout the development process |

Q15. Explain Brainstorming Technique – Where to use?

Brainstorming can be done either individually or in groups. The ideas collected can then be reviewed / analysed and where relevant included within the system requirements. Ideas can come from what users / stakeholders have seen (eg at software exhibitions), or experienced elsewhere (eg before they joined the present organisation).

**Advantages**: Can come up with very innovative ideas and requirements. It can be an efficient way for users / stakeholders to define their requirements.

**Disadvantage**s: People can't easily brainstorm ideas when required to do so. Some people find brainstorming much harder than others.

-Brainstorming can be an effective way to generate lots of ideas on a specific issue and then determine which idea or ideas is the best solution. Brainstorming is most effective with groups of 8-12 people and should be performed in a relaxed environment.

It is utilized in requirements elicitation to gather good number of ideas from a group of people. Usually brainstorming is used in identifying all possible solutions to problems and simplifies the detail of opportunities. It casts a broad net, determining various discreet possibilities. Prioritization of such possibilities is vital to locate needles in haystack.

Ways to use brainstorming:-

 Idea Generation

 Project Planning

 Problem-solving

 Team Building

 Innovation and Product Development

 Strategic Planning

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### Q16. What reports Accounts Departments will geneRate

**Financial Statements:** The accounts department prepares and provides financial statements, including balance sheets, income statements, and cash flow statements. These statements give an overview of the borrower's financial position, profitability, and ability to generate cash flow.

**Company reserve loan Report:** This report will help understand the reserve amount.

**Credit Report:** The accounts department may obtain a credit report on the borrower from a credit bureau. This report provides information on the borrower's credit history, including their repayment track record, outstanding loans, and credit score.

**Collateral Evaluation:** If the loan requires collateral, the accounts department may be involved in evaluating the value and marketability of the proposed collateral.

**Cash Flow Projections:** The accounts department prepares cash flow projections based on the borrower's financial data.

**Debt-to-Income Ratio Analysis:** The accounts department calculates the borrower's debt-to-income ratio, which compares the borrower's total debt obligations to their income.

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Q17. What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is rejected?

Subject: Loan Application Rejection Notification

Dear Smith,

We hope this email finds you well. We would like to inform you that after careful consideration and evaluation of your loan application, we regret to inform you that your loan request has been rejected by the company's loan approval committee.

We understand that this news may be disappointing, but we want to assure you that the decision was made after a thorough assessment of various factors and taking into consideration the company's lending policies and financial guidelines.

While we cannot provide specific details regarding the reasons for the loan rejection, we encourage you to review your financial situation and consider alternative options that may better align with your current circumstances. Our HR department is available to provide guidance and support if you require assistance in exploring other avenues for financial assistance.

Please note that this decision does not reflect on your value as an employee, and it will not have any impact on your employment or benefits with the company. We remain committed to supporting your professional growth and well-being within our organization.

If you have any questions or require further clarification, please feel free to reach out to the HR department, and we will be more than happy to assist you.

Thank you for your understanding.

Best regards,

HR Dept ABC Company

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Q18. What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is approved?

### **Subject: Loan Application Approval Notification**

**Dear Smith,**

We hope this email finds you well. We are pleased to inform you that after careful review and evaluation, your **loan application has been approved** by the company's loan approval committee.

Below are the details of your approved loan:

* **Loan Amount:** [Approved Loan Amount]
* **Interest Rate:** [Interest Rate]%
* **Loan Tenure:** [Duration in Months/Years]
* **Monthly EMI:** [EMI Amount]
* **Repayment Start Date:** [Start Date]

Attached to this email, you will find the **Loan Approval Terms and Conditions** along with the **Repayment Schedule** for your reference. Please review the documents carefully.

If you agree to the terms and conditions, kindly **sign and return the attached agreement** by [Submission Deadline]. Once we receive your signed agreement, the loan amount will be disbursed, and the repayment will commence as per the agreed schedule through automatic salary deductions.

Should you have any questions or require further clarification, please feel free to reach out to the HR or Accounts department. We are happy to assist you.

**Congratulations on your loan approval!**

**Best regards,**
**HR Department**
**ABC Company**

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

Loans applications report Date-/MM/YY

|  |  |  |  |
| --- | --- | --- | --- |
| **Loan ID** | **Employee Name** | **Loan Amount** | **Status** |
| PLO1 | John | 100000 | Approved |
| HLO2 | Smith | 500000 | Pending |
| ELO3 | Andrew | 1500000 | Rejected |

Notes: -Approved applications have met the loan approval criteria and are eligible for loan disbursement.

 - Rejected applications do not meet the loan approval criteria and have been declined.

 - Pending applications are currently under review and a decision will be communicated soon.

For any inquiries or further information, please contact the Accounts Department.

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Q20. Which reporting Tools we will use for generating reports

The choice of reporting tool depends on factors such as the nature of data, reporting requirements, user skill level, budget, and integration capabilities. Some of the popular reporting tools commonly used for generating reports:

**Microsoft Excel:** Excel is a widely used spreadsheet software that offers powerful data analysis and reporting capabilities

**Tableau:** Tableau is a leading data visualization and reporting tool that enables users to create interactive and visually appealing reports and dashboards

**Power BI:** Power BI, developed by Microsoft, is a business intelligence tool that allows users to connect, transform, and visualize data from different sources.

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