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# Question 1 – What is the difference between Brainstorming and JAD Sessions?

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| Feature | Brainstorming | JAD Sessions |
| Definition | Brainstorming is a group activity where everyone comes together to discuss ideas, strategies for growth and improvement. | JAD (Joint Application Development) used as a technique for developing business system requirements. |
| Purpose | Idea generation, problem-solving, and innovation | Gathering detailed business/system requirements from stakeholders |
| Participants | Anyone with relevant knowledge (creative teams, managers, etc.) | Key stakeholders (users, business analysts, developers, testers, facilitators) |
| Structure | Informal, free-flowing discussion | Structured, well-facilitated sessions |
| Focus | Generating as many ideas as possible, no filtering initially | Refining and finalizing business or system requirements |
| Facilitator Role | Guides the discussion but allows free thinking | Ensures all stakeholders contribute to detailed requirements |
| Outcome | A broad set of ideas, solutions, or strategies | A well-documented set of business/system requirements |
| Common Use Cases | Product design, marketing campaigns, problem-solving, innovation | Software development, system analysis, business process improvements |

Difference between Brainstorming and JAD sessions are as follows:

# Brainstorming JAD session

# Question 2 –Why Document Analysis is one of the compulsory techniques we use in a Project? Justify:

**Document Analysis** is an essential technique in project management and business analysis because it provides **historical, factual, and detailed** insights that help in making informed decisions. Document Analysis helps in dividing the information in various parts as we see the information from various angles. We may refer to multiple sources and combine the document review with other techniques such as interviews.

* Document Analysis helps us in focusing the questions we have asked during an interview to client, it helps in understanding what to lookout for.
* It is helpful when we are particularly looking for a specific information, which we can dig further into documents.
* It is most cost-effective method where data is readily available.

1. **Prepare for Document Analysis**:
   * 1. Evaluate which existing system and business documentation are relevant and appropriate to be studied.
2. **Analyze the documents:**
   * 1. Study the material and identify relevant business details.
     2. Document business details as well as questions for follow-up with subject matter experts.
3. **Post Document Analysis wrap-up:**
   * 1. Review and confirm the selected details with subject matter experts.
     2. Obtain answers to follow-up questions.

Documents provide Specific and Stable data, if we use other methods, it may not be received as it is. It also serves as evidence of the shared information.

# Question 3 - In Which Context we will use Reverse Engineering?

**Reverse engineering** is the process of deconstructing a thing to learn how it works, what it's made of, and how it is assembled. In situations where the software for an existing system has little or outdated documentation and it is necessary to understand what the system actually does reverse engineering is an elicitation technique that can extract implemented requirements from the software code.

There are two general categories of reverse engineering:

* **Black Box Reverse Engineering:** The system/product is studied without examining its internal structure.
* **White Box Reverse Engineering:** The inner workings of the system/product are studied.

Common reasons for reverse engineering include:

* Developing interfaces for system interoperability.
* Improving product documentation.
* Modernizing of software products.
* Security adaption.
* Fixing product flaws.
* Redesign
* Competitor intelligence

# Question 4 - What is the difference between Brainstorming and Focus Groups?

Here are the main differences between the two techniques:

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| Feature | Brainstorming | Focus Groups |
| Purpose | Idea generation, problem-solving, and innovation | Gathering user opinions, feedback, and preferences |
| Participants | A group of people (experts, team members, stakeholders) | A targeted group of users or customers |
| Structure | Free-flowing, unstructured, or semi-structured | Moderated, structured discussion with specific questions |
| Focus | Generating as many ideas as possible | Understanding opinions, needs, or behaviors |
| Facilitator Role | Guides but allows open thinking | Moderates, asks questions, ensures balanced participation |
| Outcome | A list of creative ideas or potential solutions | Qualitative insights into customer/user perspectives |
| Common Use Cases | Product development, marketing campaigns, problem-solving | Product development, Market research, customer feedback, user behavior analysis |

# Question 5 –Observation Technique–Explain both Active and Passive approaches:

Observation techniques are used to gather information by watching and understanding workplace activities. It is used to identify needs and opportunities, understand business processes, create performance standards, assess solution performance, and facilitate training and development.

# There are two approaches for observation as stated below:

* **Active** – 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.
* **Passive** - Passive / invisible. It is also referred to as an unnoticeable approach, in this approach, the observer does not interrupt the work while the user is performing the work activity 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.

# Question 6 – How do you conduct the Requirements Workshop:

A workshop can generally be described as a focused event that gathers a representative group of stakeholders to achieve a specific goal within a specific period. The technique is generally used for activities such as planning, discussion, analysis, and elicitation, as well as various others.

Requirement workshops are amongst the most widely used techniques in project management and business analysis. It’s also likely to be the most common approach for requirements elicitation. This is because there is no standard structure for the technique.

There are, however, three key steps that should be taken when conducting workshops. These include *preparing, conducting, and following up.*

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| Prepare | Conduct | Follow-up |
| Clarify the stake holder's needs, and the purpose of the workshop. | Elicit, analyze and document requirements. | Follow up on any open action items that were recorded at the workshop. |
| Identify critical stakeholders who should participate in the workshop. | Obtain consensus on conflicting views. | Complete the documentation and distribute it to the workshop attendees and the sponsor |
| Define the workshop's agenda. | Maintain focus by frequently validating the session's activities with the workshop's stated objectives. | Distribute completed documentation it to appropriate stakeholders. |
| Determine what means will be used to document the output of the workshop. | Establish a professional and objective tone for the meeting.  Enforce discipline, structure and ground rules for the meeting. | Schedule final walkthrough with the intent of gaining approval |
| Schedule the sessions | Introduce the goals and agenda for the meeting.  Manage the meeting and keep the team on track. |  |
| Arrange room logistics and equipment. | Facilitate a process of decision making and build consensus, but avoid participating in the content of the discussion. |  |
| Send materials in advance to prepare the attendees and increase productivity at the meeting. | Ensure that all stakeholders participate and have their input heard. |  |
| Conduct pre-workshop interviews with attendees. | Ask the right questions, analyse 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 business requirements in the format determined prior to workshop. |  |

# Question 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.

Interview is one of the most important techniques in business analysis. They can be used to verify the facts, clarify ambiguity, trigger enthusiasm, engage end users, and identify requirements, opinions and ideas. It is used to get more information from people in a formal or informal setting by asking questions and documenting the responses.

# There are three kinds of approaches to conducting interviews:

1. One-on-one approach
2. Panel interview
3. Series interview

The interview is a common technique for eliciting the requirements. It involves direct communication with the individuals or a group of people who are part of an initiative.

**There are two basic types of interviews. They are as follows:**

**Structured Interview** - I[n which the interviewer has a predefined set of questions.](https://www.studocu.com/in?utm_campaign=shared-document&utm_source=studocu-document&utm_medium=social_sharing&utm_content=capstone-project-3)

**Unstructured Interview** - In which the interviewer does not have a predetermined set of questions and it may vary based on the stakeholder responses and interactions.

# The difference between Open Ended Questions and Closed-ended Questions are as follows:

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| Open Ended | Close ended |
| Questions that should be answered with long responses. | Questions that should be answered with short responses. |
| Answers are often descriptive, and explanatory. Questions begin with words like how, why, explain, describe etc. | Answers are often short and factual. Questions begin with words like is, do, would, what etc. |
| Easy questions | Multiple choice questions. |
| Take a long time to answer | Can usually be answered quickly |

# Question 8 - Questionnaire Technique – Where we will use? Give one example:

The Questionnaire Technique is used in Business Analysis for collecting structured data from multiple stakeholders, users, or customers efficiently. It is particularly useful when dealing with large audiences, geographically dispersed teams, or when standardized responses are required.

A questionnaire is a research tool that contains a list of questions requiring responses from a predefined group of people. It is used to collect relevant information that can help you arrive at definite results during research.

Questionnaire technique used in following stages:

1. **Requirement Gathering:** To understand business needs, pain points, and expectations.
2. **Market Research:** To analyze customer behavior, preferences, and trends.
3. **Process Improvement:** To identify inefficiencies in existing workflows.
4. **Software/System Evaluation:** To gather feedback on usability and performance.
5. **Risk Assessment:** To assess potential project risks based on stakeholder input.

**Scenario:** A company is planning to develop a new CRM (Customer Relationship Management) system. A Business Analyst creates a questionnaire for sales and customer support teams to understand their requirements.

Sample Questions in the Questionnaire:

* What are the biggest challenges you face with the current CRM system?
* Which features do you use most frequently?
* What additional features would improve your efficiency?
* How often do you experience technical issues with the CRM?
* How would you rate the overall usability of the current system?

# Question 9 – How to Sort the Requirements – Where we will use? Give one example:

When all the requirements are gathered there are chances of redundancy in those requirements so basically all the scattered requirements are put together and the repetition of requirements are removed which is known as sorting of requirements.

# The process for sorting is:

* Identification of requirements
* Dividing the identified requirements into functional and non-functional requirements
* If identified requirements are similar, then they are put together and removed.

We will sort the requirements in two ways such as functional requirements and Non-Functional requirements.

* **Functional requirements** define a function that a system or system element must be qualified to perform and must be documented in different forms. The functional requirements describe the behavior of the system as it correlates to the system's functionality.

# Examples of functional requirements:

* + Authentication
  + Business rules
  + Audit tracking
  + Certification requirements
  + Transaction corrections etc.
* **Non-functional requirements** are not related to the software's functional aspect. They can be the necessities that specify the criteria that can be used to decide the operation instead of specific behaviors of the system.

# Examples of non-functional requirements:

* Usability
* Reliability
* Security
* Storage
* Cost
* Flexibility
* Performance
* Legal or regulatory requirements, etc.

# Question 10 - Prioritize the Requirements – Where we will use? Give one example:

Prioritization is a Technique for queuing the requirements for the development process. Factors that influence the prioritization techniques are importance, risk, cost, benefits, time, and strategy. Three main actors involved in this are customer, developers, and business owners.

Requirements can be prioritized by using the following steps- **Step 1: Understand the Purpose & Strategy for Prioritization. Step 2: List the Customer Needs.**

**Step 3: List the Requirements.**

**Step 4: Facilitate the Rating of the Need / Requirements Interrelationships. Step 5: Determine Technical / Development Factors.**

**Step 6: Determine the Priority Rating. MoSCoW Technique**:

MoSCoW is a prioritizing technique which is used in business analysis and software development to reach mutual understanding with stakeholders on the importance of each requirement.

# 1. MoSCoW stands for must, should, could and would.

M- Must have the requirements 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.

Example (E-commerce Website):

|  |  |
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| Requirement | MoSCoW Priority |
| Secure Payment Gateway | Must Have |
| Order Tracking System | Should Have |
| Wishlist Feature | Could Have |
| AI Chatbot for Customer Support | Won’t Have (for now) |

**2. $100 Test (Budget Allocation Method)**  
The **$100 Test** is a prioritization technique where stakeholders are given **$100 virtual dollars** and must distribute them among various requirements based on their importance.

# Question 11 – Weekly Status reporting–How we will drive?

A weekly status report is a complete overview of your week at work, covering projects you've completed, ones that are still in progress and upcoming plans.

A weekly report is a review of your workweek and provides a summary of what you completed, what projects are in progress and plans that outline your workflow for the next week. Typically, weekly reports are brief and concise and only one page long. Most professionals send weekly reports on Friday afternoons to establish consistent communication with team members and supervisors. Additionally, a weekly report can benefit both you and your employer by providing insight into important aspects of the work you complete.

Steps to Drive Weekly Status Reporting:

**1️. Define the Reporting Format**

(Choose a consistent structure (e.g., Email, PowerPoint, Excel, or a Project Management Tool like Jira, Trello, or Asana).

**Format:**

Project Name:

Week Ending:

Team Members Involved:

**2️. Include Key Status Elements**

Accomplishments – Tasks completed in the past week.

Current Work – Tasks in progress.

Challenges/Risks – Issues faced and mitigation strategies.

Next Steps – Planned activities for the upcoming week.

**3️. Use a Status Color Code (RAG – Red, Amber, Green)**

**Green:** On track, no issues.

Amber: Some risks or delays but manageable.

Red: Critical issues affecting progress.

|  |  |
| --- | --- |
| Task | Status |
| Requirement Gathering | 🟢 Completed |
| UI/UX Design | 🟠 In Progress |
| API Integration | 🔴 Blocked |
| Testing | 🟢 On Track |

# Question 12 – Meeting Minutes Document–prepare one Sample:

Minutes is to create an official record of the actions taken at a Meeting. Minutes serve to both memorialize the actions taken for those attended the Meeting as well as for those who were unable to attend the Meeting.

Meeting minutes are notes that are recorded during a meeting. They highlight the key issues that are discussed, motions proposed or voted on, and activities to be undertaken.

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| Meeting Title: | CRM Implementation Status Update |
| Date and Time: | February 22, 2025, 3:00 PM - 4:00 PM |
| Location: | Conference Room A / Virtual (Zoom) |
| Attendees: | Vedant, Santosh, John, Omkar |
| Agenda: | 1. Project Progress Update |
| Action Items | Finalize UI/UX updates |
| Owner | Santosh |
| Due Date | Feb 25, 2025 |
| Next Meeting | |
| Meeting Title: | Sprint Review & Testing Plan |
| Date and Time: | March 5, 2025, 3:00 PM - 4:00 PM |
| Location: | Conference Room A / Virtual |
| Expected Attendees: | Project Team, QA Team, Product Owner |

# Question 13 – Change Tracker–Document—prepare one Sample:

A **Change Tracker Document** is used in project management to log and track **changes requested** throughout the project's lifecycle. The role of BA in change request is very important as the change requests differ in number and complexity across business projects and may come in before, during or after implementation of a solution.

# Below are the steps to follow:

* Understand the reason for the change
* Understand the impact of the change
* Understand the effort required to implement the change
* Ensure that the change request follows the predetermined approval process

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| --- | --- | --- | --- | --- | --- | --- |
| Date | Version Number | Document Changes | Name | Title | Signature | Approved By |
| 22-Feb-2025 | 1.0 | Initial document draft created | Vedant | Business Analyst | ✔️ | Project Manager |
| 25-Feb-2025 | 1.1 | Updated scope section | John | Project Lead | ✔️ | Sponsor |
| 28-Feb-2025 | 1.2 | Added risk management strategy | Omkar | Risk Analyst | ✔️ | Project Manager |
| 03-Mar-2025 | 2.0 | Finalized document for approval | Sagar | QA Manager | ✔️ | Director |

**Question 14 – Difference between Traditional Development Model and Agile**

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| **Traditional Software Development** | **Agile Software Development** |
| It is used to develop simple software. | It is used to develop complicated software. |
| In this methodology, testing is done once the  development phase is completed. | In this methodology, testing and development  processes are performed concurrently. |
| It follows a linear organization structure. | It follows an iterative organizational structure. |
| It provides less security. | It provides high security. |
| Client involvement is less as compared to  Agile development. | Client involvement is high as compared to traditional  software development. |
| It provides less functionality in the software. | It provides all the functionality needed by the users. |
| It supports a fixed development model. | It supports a changeable development model. |
| It is used by freshers. | It is used by professionals. |
| Development cost is less using this  methodology. | Development cost is high using this methodology. |
| It majorly consists of five phases. | It consists of only three phases. |
| It is less used by software development firms. | It is normally used by software development firms. |
| Expectation is favored in the traditional  model. | Adaptability is favored in the agile methodology. |
| **Models based on Traditional Software**  **Development-** | **Models based on Agile Software Development-** |
| Spiral Model | Scrum |
| Waterfall Model | Extreme Programming (XP) |
| V Model | Crystal |
| Incremental Model | Dynamic Systems Development Method (DSDM) |
|  | Feature Driven Development (FDD) |
|  | Adaptive Software Development (ASD) |

**Question 15 - Explain Brainstorming Technique – Where to use?**

Brainstorming can be done with group or with an individual. Ideas collected during this session and reviewed and analyzed. It is effective in generating lots of ideas on specific issue to determine which is the best.

**1. Prepare for Brainstorming**

Develop a clear and concise definition of the area of interest.

Determine a time limit for the group to generate ideas, the larger the group, the more time required.

Decide who will be included their role in the session and participant or facilitator. Aim for participants (ideally 6 to 8) who represent a range of background and experience with the topic.

Establish criteria for evaluating and rating the ideas.

**2. Conduct Brainstorming session**

Share new ideas without any discussion, criticism or evaluation and record all ideas.

Encourage participants to be creative, share exaggerated ideas, and build on the ideas of others.

Don't limit the number of ideas as the goal is to elicit as many ideas as possible within the time period.

Once the time limit is reached, using the pre-determined evaluation criteria, discuss and evaluate the ideas.

Create a condensed list of ideas, combine ideas where appropriate, and eliminate duplicates.

Rate the ideas. There are many techniques that can be used to prioritize the ideas, e.g. multi voting.

Distribute the final list of ideas to appropriate parties.

**3. Wrap up Brainstorming session**

# This technique could be used in following scenarios.

* When we have a Time constrain and want to gather requirements, we must use this technique. When we want to generate an idea without having any one’s biased, as more importance is given to ideas.
* When we want Quantity over quality in generating Ideas, this method would be considered best. Once Brainstorming Session is over, there is always refining session which gives us, more refined ideas.
* When we have multiple options to choose from, we must consider this method as this gives more emphasis on ideas generation, we can get insight from various people on right one.

**Question 16 – What reports Accounts Departments will generate (minimum 5 reports):**

Accounts and HR will be reviewing the request and generate various reports and that will be sent to Employees. Following are the reports which will be generated by an employee.

**Loan Approval Report**: This will be Reviewed and sent by HR department in coordination with Accounts Department.

**Loan Rejection Report**: Here, employee would be informed about the status of the Request which is rejection in this case.

**Loan Approval terms and Conditions**: Once the loan is approved it will be informed to employee, along with that it will also be communicated the terms and conditions it will have to oblige.

**Loan Repayment Schedule Report**: Here, Numbers are shared with employee about the tenure for which loan is approved, ROI, EMI and tenure for which he will be repaying the loan.

**Loan Offer Report**: In this Report HR Department will inform employee the amount sanctioned by HR department, tenure and EMI employee will have to bear for.

# Question 17 - What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is rejected?

From: XYZ.tts.com

To: ABC.n@tts.com

Cc financedept@tts.com hrdept@tts.com;

Subject: Regarding Loan Application no. AX1234

Dear ABC,

Good day!!!

This mail is with reference to your Loan Application No.AX1234 Dated 01/02/2025. We are Sorry to inform you that your application is rejected due to below mentioned reason.

As per the company policy, the employee should finish continuous term of 1 year is only eligible for loan.

As per our records, we noticed that your DOJ is 15-10-2024 and you have not completed 1 year of service based on the company policy.

Thanks for approaching us. You can re-apply loan once the set condition is met.

Regards,

XYZ

Senior Executive, HR Department

TTS Company

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

From: XYZ@tts.com

To: ABC.n@tts.com

Cc. hrdept@tts.com; financedept@tts.com; accountsdept@tts.com;

Regarding Loan Application no. AX12345

Dear ABC,

Good day!!!!

We are pleased to inform you that your application for personal loan of Rs.5 Lakhs has been approved from our end.

Kindly keep in touch with Mr. Shubham- Finance department for further proceedings.

Regards,

XYZ

Senior Executive, HR Department.

TTS COMPANY

# Question 19 - Design a sample report on the Loans applications Received by the accounts department:

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Loan Disbursement** | | | | | | | | |
| **Loan Types** | **Application Date** | **Applicant Name** | **Eligibilit y Grade** | **Loan Approval**  **Status** | **Amount** | **Tenure** | **ROI** | **EMI** |
| Vehicle Loan | 1/15/2025 | JH | A | Approved | 100,000 | 12 | 10 | 1196 |
| Child  Education Loan | 1/20/2025 | RS | D | Not Eligible | - | - | - | - |
| Home  loan | 2/1/2025 | GC | A | Approved | 100000 | 18 | 10 | 999 |
| Personal  Loan | 2/3/2025 | SG | B | Approved | 50,000 | 6 | 11 | 951 |
| Marriage  Loan | 2/6/2025 | EP | C | Not Eligible | - | - | - | - |

**Question 20 - Which reporting Tools we will use for generating reports:**

Microsoft excel, Power BI and Tableau a[re the tools used for generating Report.](https://www.studocu.com/in?utm_campaign=shared-document&utm_source=studocu-document&utm_medium=social_sharing&utm_content=capstone-project-3)

* **Microsoft Excel** – For simple tabular reports and analysis.
* **Power BI** is a Data Visualization and Business Intelligence tool that converts data from different data sources to interactive dashboards and BI reports. Power BI suite provides multiple software, connector, and services - Power BI desktop, Power BI service based on SaaS, and mobile Power BI apps available for different platforms.
* **Tableau** is a powerful tool used for data analysis, visualization. It allows creating amazing and interactive visualization and that too without coding. It provides the features like cleaning, organizing, and visualizing data.

Data analysis is very fast with Tableau tool and the visualizations created are in the form of dashboards and worksheets.