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

Answer -

|  |  |  |
| --- | --- | --- |
| Points | Brainstorming | JAD Session |
| 1. Purpose | Generate wide variety of ideas and solution in a free , unstructured way | Gathering requiremnets for a system by involving stakeholder user and It professionals. |
| 1. Structure | Informal ad lacks a strict agenda or structure | Highly structured and follow formal process with a defined agenda. |
| 1. Participants | Participant can be from any background and may include people with diverse perspective or from same group. No restriction on the number participant. | JAD session include specific stakeholder such as end user, Business analyst, project managers , system designers and IT staff.Goal is to bring together people who are knowledgable about the system. |
| 1. Outcome | Large pool of idea or potential solution | Detailed set of requirement ,system specification or design document. |
| 1. Focus | Idea generation and creative thinking with out immediate concern for feasibility or practical constraints | Gathering detailed , practical and actionable information related to the system or business process being developed or modification. |
| 1. Time | Few minutes to an hour depending on the size and scope of the problem | Hours to days . Involves detailed discussion and consensus building among stakeholder. |
| 1. Role of facilitator | Ensure processs remain open and free – flowing. | Guiding the facilitator , ensuring all stakeholders are heard. |

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

Answer – Documentation about current system provide some of the input for new system requirements. Such documentation could include interface details, user manual, and software vendor manuals.

Document Analysis is an important gathering technique .Evaluating the documentation of a present system can assist when making As-Is process document and also when driving the gap analysis for scoping of the migration projects.

1. Prepare for document Analysis- Evaluate which existing system and business documentation are relevant and appropriate to be studied.
2. Analyze the documents- Study the material and identify relevant business details.

Document business details as well as questions for follow up with subject matter expert.

1. Post Document Analysis Wrap-up – Review and confirm the selected details

Obtain answer to follow-up question.

Document Analysis is one of the compulsory technique for several reason.

* **Information Gathering:** Documents often contain vital historical data, technical specifications, requirements, and policies that are essential for understanding the scope, objectives, and constraints of a project. Without analyzing these documents, a project team may miss out on critical details that could influence decisions and outcomes.
* **Risk Management:** Reviewing existing documents such as previous project reports, risk assessments, and legal or regulatory guidelines helps identify potential risks early. This allows for more proactive risk mitigation strategies, reducing the likelihood of surprises during project execution.
* **Baseline for Requirements:** Project requirements are often documented in various forms—like business requirement documents, user stories, or system specifications. Analyzing these documents helps to align stakeholders, set clear expectations, and avoid scope creep by ensuring the project adheres to agreed-upon parameters.
* **Communication and Collaboration:** Many projects involve multiple teams and stakeholders. Document analysis serves as a common reference point for all parties involved. Reviewing shared documents ensures that everyone is on the same page regarding project objectives, timelines, deliverables, and resources.
* **Quality Control and Compliance:** In industries with strict regulatory or quality standards, analyzing project-related documents ensures that the project complies with legal, ethical, and quality requirements. This is crucial to avoid non-compliance, legal liabilities, and project failure.
* **Decision Making:** Document analysis provides a historical record that helps project managers and teams make informed decisions. Whether it’s evaluating previous project outcomes or analyzing market research reports, the data derived from documents supports evidence-based decision-making.
* **Project Planning and Scheduling:** Documents such as timelines, budgets, and resource allocation plans are integral to successful project execution. Analyzing these documents helps ensure that project planning is realistic, feasible, and aligned with available resources.
* **Traceability and Accountability:** Document analysis helps maintain a clear trail of decisions, approvals, and changes made during the project lifecycle. This ensures accountability and makes it easier to track progress and resolve disputes.

Question 3. In which context we will use reverse engineering?

Answer – In situation where the software for an existing system has little or outdated documentation and it is necessary to understand what system actually does , reverse engineering is an elicitation technique that can extract implemented requirements from 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.

**Reverse engineering is generally done for migration projects**.

A migration project refers to the process of transferring data, applications, or systems from one environment to another. This could involve moving data from one storage platform to another, upgrading legacy systems, transitioning to a new software application, or shifting operations to a new infrastructure (e.g., cloud migration). Migration projects are often complex and require careful planning, execution, and testing to minimize downtime and ensure data integrity.

Question 4 . What is difference between Brainstorming and focus groups?

Answer –

|  |  |  |
| --- | --- | --- |
|  | Brainstorming | Focus Groups |
|  | Brainstorming is a technique used to find different solutions to a problem. It helps to increase creativity. | Focus groups technique tends to go a little further. It gives an idea about the market. It also gives insight into how the market will respond to the solutions found out in brainstorming. |
| Purpose | Generate Ideas | Improve Existing Ideas |
| Trigger | A need to solve problem | A need to study an existing idea, solution or process. |
| Condition | Problem Exists | Idea, solution or process exist |
| Number of Participant | 8-12 | 6-12 |
| Participant type | Hetrogenious | Homoginius or hetroginius |
| Person running the show | Facilitator | Skilled moderator |
| Types of question Asked | Progressive closed ended to generate and build on ideas | Can be open-ended to generate qualitative data or closed-ended to generate quantitative data |
| Result | List of ideas combined to form themes | Report of findings Could be  - bullet list of information learned  - comparative analysis between to solutions  - summary of response collected for each question |

Question 5. Observation Technique – Explain both Active and Passive approaches

Answer –Observation is gathering data by watching subjects in their natural environment or during a particular activity. This technique is often used to understand behaviors, interactions, or processes without directly intervening. There are two main approaches to observation: Active and Passive.

Active/visible data – 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 question as to why something is being done as it is. In this approach the Business analyst might even participate in the work to gain an immediate appreciation for how the current process works.

Passive / Inactive – 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 stay out of the way, as if he or she was not visible. The business analyst waits until the entire process has been completed before asking 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 requirement workshop?

Answer - Work shop can comprise of 6-10 or more users/stakeholders, working together to identify requirements workshops tend to be of a defined duration, rather than outcome and may need to be briefly repeated in order to clarify or obtain further details.

A requirements workshops is a structured way to capture requirements . a workshop may be used to scope, discover, define, prioritize and reach closure on requirement for the target system. Well run workshops are considered one of the most effective ways to deliver high quality requirement quickly, they promote trust mutual understanding and strong communication among the project stakeholders and project team and guide future analysis.

Process-

* Prepare for requirement workshop.
  + Clarify the stakeholders need and the purpose of the workshop.
  + Identify critical stakeholders who should participate in the workshop
  + Define the workshops agenda
  + Determine what means will be used to document the output of the workshop
  + Schedule the session
  + Arrange room logistics and equipments
  + Send material in advance to prepare the attendees and increase productivity at the meeting.
  + Conduct pre-workshop interview with attendiees.
* Co-conduct run the requirement or workshop-
  + Elicit, analyze and document requirements.
  + Obtain consensus on conflicting views.
  + Maintain focus by frequently validating the session’s activities with the workshops stated objectives.

The Facilitator has the responsibilty

* Estabilish a professional and objective tone for the meeting
* Enforce discipline , Structure and ground rules for the meeting
* Introduce 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 the stake holders participate and have input heard
* Ask the right question , analyse the information being provided at the session by the stake holder , and followup with probing question, if necessary. The Scribe role is to document the business requirement in the format determined prior to the workshop.
* Post requirement 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 sponsor.3

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 .

Answer - 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: - In which the interviewer has a predetermined set of questions and it is a documented on set of rules and methods.

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.

|  |  |
| --- | --- |
| Open Ended Questions | Closed Ended Questions |
| Questions that should be answered with long responses | Questions that should be answered with short responses |
| Answer are often descriptive and explanatory | Answers are often short and factual. |
| Questions begin with words like how , why,explain , describe etc. | Questions begin with words like is do,would , what etc. |
| Easy Question | 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

Answer - 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.

Questionnaires are used to collect both qualitative and quantitative data from respondents. It combines different question types like close-ended and open-ended questions that allow you to extract large volumes of data from respondents.

There are four types of questionnaires –

1. Online Questionnaire

2. Telephone Questionnaire

3. Paper Questionnaire

4. Face-to-face interview

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

Answer - 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 behaviour 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.

Question 10 -Prioritise the Requirements – –Where we will use? Give one example

Answer - 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 Inter relationships.
* 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.

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.

Question 11. Weekly Status Reporting – How we will Drive?

Answer - 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.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Completed Items |  |  |  |
| Project | Task | Team Member | Estimation | Notes |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | In progress |  |  |  |
| Project | Task | Team Member | Estimation | Notes |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Assigned but not started |  |  |  |
| Project | Task | Team Member | Estimation | Notes |

Question 12 Meeting Minute Document – Prepare one sample

Answer - 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.

|  |  |  |  |
| --- | --- | --- | --- |
| Meeting / Project Name | Print Review Meeting |  |  |
| Date of Meeting (MM/DD/YYYY) | 25.06.2024 | Time | 12:30pm |
| Meeting Facilitator | Business Analyst | Location | Auranagbad |

Attendee’s

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Department | Email | Phone |
| ABC | Development Team | [ABC@yahoo.com](mailto:ABC@yahoo.com) | 7XXXXXXXXX |
| Meeting Facilitator | Technical Team | [ABC@yahoo.com](mailto:ABC@yahoo.com) | 9XXXXXXXXX |
| Business Analyst | Shubham Baheti | [Shubham@gmail.com](mailto:Shubham@gmail.com) | 7XXXXXXXXX |

|  |
| --- |
| Meeting Objectives   1. Discuss Status of sprint 2. Discuss project report of projects 3. Discuss about impediments if any 4. Suggest Solution |

|  |  |
| --- | --- |
| Topic Owner | Owner |
| Decision about the actions n sprint | Development Team |
| Team Decision on WIP item | Development Team |

Question 13- Change Tracker- Document – Prepare one Sample

Answer - 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.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Milestone / Requirement | Request No | Request or | Description of the change | The reason for the change | The impact for the change | The proposed action to be take | The business priority of the change | The status of the change(Approval / block) |
| Changing DB path for servicing Module | 1 | XYZ | New query will be created with new column to avoid data collusion | To fetch more relevant data | More clarity in data fetching | XXX | High | In Progress |

Question 14 – Difference between traditional Development model and Agile Development Models

Answer -

|  |  |
| --- | --- |
| Traditional Software Development | Agile Software Development |
| It is used to develop Simple Project | It is used to develop Complicated software. |
| In this methodology , testing is done once the development phase is completed. | It is methodology, testing and development processes are performed concurrently. |
| It follows a linear organizational 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 professional |
| Development cost is less using this methodology | Development cost is high using this methodology |
| It majorly consist of five phases | It consist of three phases. |
| It is less used by software development firms | It is normally used by software development firms |
| Expectation is favoured in the traditional model | Ability is favoured in the agile methodology. |
| Model based on traditional Software Development  Spiral Model  Waterfall model  V model | Model based on Agile Software development  Scrum  Extreme Programming  Crystal  Dynamic Systems Development Method |

Question 15. Explain Brainstorming Technique-where to use?

Answer – Brainstorming can be done with group or with an individual. Ideas Collected during this session and reviewed and analyzed.It is affective in generating lots of ideas on specific issues to determine which is the best.

This technique can 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 ones biased, as more importance is given to ideas.
* When we want Quality over quantity in generating ideas , this method would be considered best.
* Once brain storming station 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 report Accounts Department will generate

Answer – Accounts and HR will be reviewing the request and generate various reports and that will be sent to employees. Following are the reports this will be generated by a 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 condition – Once the loan is approved it will be informed to employee , along with it will also be communicated the term and conditions it will have to oblige.
* Loan repayment schedule report –Here, Number 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?

Answer –

From:[KrishnaroyXXX@gmail.com](mailto:KrishnaroyXXX@gmail.com)

To :[Yash.n@tts.com](mailto:Yash.n@tts.com)Cc:Financedept@TTS.com, [HRdepts@TTS.com](mailto:HRdepts@TTS.com)

Bcc:

Regular loan application number: - YN143RRT

Dear Yash,

Good day!!

This mail is reference to your loan application No. YN143RRT. Dated: 23.01.2025. We are sorry to inform you that your application has been rejected due to below mentioned reason.

As per the company policy, the employee must finish 1year for eligibility of loan.

As per our records we noticed that you DOJ is 15.06.2024 and you have not completed 1 year based on the company policy.

Thank you for approaching us. You can re-apply once the set condition is met

Regards,

Krishna Roy

Senior Executive,

HR Department

TTS company

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

Answer –

From:[KrishnaroyXXX@gmail.com](mailto:KrishnaroyXXX@gmail.com)

To :[Yash.n@tts.com](mailto:Yash.n@tts.com)Cc:Financedept@TTS.com, [HRdepts@TTS.com](mailto:HRdepts@TTS.com)

Bcc:

Regular loan application number: - YN143RRT

Dear Yash,

Good day!!

We are pleased to inform that your loan application No. YN143RRT.For 3 Lakhs has been approved from our end .

Kindly keep in touch with hritik from finance department for further process

Regards,

Krishna Roy

Senior Executive,

HR Department

TTS company

Question 19 - Design a sample report on the Loans Applications Received by the accounts Department

Answer – Loan Disbursement for January.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Loan Type | Application Date | Application Date | Application Date | Loan Approval Status | Amount | Tenure | ROI | EMI |
| Vehical Loan | 03.01.2025 | JH | A | Approved | 100000 | 18 | 10 | 1185 |
| Child Education Loan | 14.01.2025 | RS | D | Not eligible | - | - | - | - |
| Home Loan | 10.01.2025 | AG | D | Not Eligible | - | - | - | - |
| Personal Loan | 01.01.2025 | JH | B | Approved | 500000 | 60 | 18 | 10000 |
| Marriage Loan | 06.01.2025 | EP | C | Not eligible | - | - | - | - |

Question 20 – Which reporting Tools we will use for generating reports

Answer- Power BI and Tableau are the tools used for generating Report

Power BI: 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: 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.

The best features of Tableau software are as follows:

* Data Blending
* Real time analysis
* Collaboration of data

The great thing about Tableau software is that it doesn’t require any technical or any kind of programming skills to operate