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

Brainstorming

Brainstorming focuses on generating many diverse, uncensored ideas for a specific problem or come up with new concepts.

Key Features:

- Informal and spontaneous
- Focuses on generating many ideas quickly
- No judgment—every idea is welcome
- Used in any field (marketing, design, education, etc.)

JAD Sessions

A structured meeting where users, developers, and stakeholders work together to define requirements for a software or system.

Key Features:

- Formal and organized
- Led by a facilitator
- Focuses on gathering detailed requirements
- Mostly used in software development

Feature	Brainstorming	JAD Sessions
Purpose	Generate creative ideas	Define project requirements
Structure	Informal and free-flowing	Structured and facilitated
Participants	Anyone with ideas	Stakeholders, users, developers
Output	List of ideas	Detailed project documentation
Common Use	Any creative or problem-solving task	Software/system development

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

Document Analysis is the process of reviewing existing documents such as reports, manuals, policies, and system specifications to gather relevant information for a project.

1. **Understanding Existing Systems:** It helps the project team understand how current processes and systems work before proposing changes or improvements.
2. **Identifying Requirements:** Documents often contain business rules, user needs, and system functions that are essential for defining accurate project requirements.
3. **Validating Stakeholder Input:** It allows analysts to cross-check verbal inputs from stakeholders with written records, reducing the risk of misinterpretation or missing information.
4. **Saving Time and Effort:** Instead of starting from scratch, teams can use existing documentation to accelerate the requirements-gathering process.
5. **Handling Stakeholder Unavailability:** When key stakeholders are unavailable or have left the organization, documents serve as a reliable source of information.
6. **Supporting Other Techniques:** Document Analysis complements interviews, workshops, and surveys by providing background and context that enhances the quality of discussions.

Document Analysis is essential because it ensures that the project is built on a solid foundation of existing knowledge, reduces risks, and improves the accuracy and efficiency of requirement gathering

Q3. In Which Context we will use Reverse Engineering?

everse Engineering is the process of analyzing an existing product, system, or software to understand how it works—often without having access to its original design or documentation.

Instead of starting from scratch, you work backward from the finished product to figure out:

- How it was built
- What components or code it uses
- What its functions and logic are

1. Black Box Approach

- **What it means:** You analyze the system purely based on its inputs and outputs, without knowing its internal structure.
- **Used when:** Source code or internal documentation is unavailable.
- **Example:** Testing how a software responds to different user actions without accessing its code.

2. White Box Approach

- **What it means:** You have full access to the internal code, architecture, and documentation.
- **Used when:** You want to understand the logic, flow, and dependencies in detail.
- **Example:** Studying source code to identify bugs or optimize performance.

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

Feature	Brainstorming	Focus Groups
Definition	A creative activity where people share ideas freely to solve a problem.	A guided discussion with selected people to get feedback on a product or idea.
Purpose	Generate creative ideas and solutions	Gather feedback and opinions on a topic
Participants	Internal team members or stakeholders	Target users or selected audience members
Structure	Informal, free-flowing idea sharing	Structured discussion led by a moderator
Output	List of ideas or concepts	Insights, preferences, and user perceptions
Use Case	Early-stage problem solving or ideation	Product testing, concept validation

Q5. Observation Technique – Explain both Active and Passive approaches

Observation Techniques is commonly used in research and requirements gathering to gather the data by directly observing individuals, processes or systems.

There are two main approaches to observation -

Active Approach

- The analyst actively participates in the process while observing.
- They may ask questions, perform some tasks, or interact with users.
- Helps gain deeper understanding of user challenges and workflow.

Passive Approach

- The analyst only watches the process without participating or interrupting.
- The goal is to observe the natural workflow and user behavior.
- Helps get unbiased and realistic insights.

Q6. How do you conduct the Requirements Workshop

A Requirements Workshop is a structured and collaborative meeting to gather, clarify, and finalize business requirements from key stakeholders.

It helps ensure that all stakeholders have a shared understanding of the project objectives, scope, and requirements through interactive discussion and consensus building.

Preparation:

- Identify and invite the right stakeholders (users, managers, technical team, etc.).
- Define the workshop objectives, agenda, and time frame.
- Share pre-reading materials or background documents if needed.

Conducting the Workshop:

- Start by explaining the purpose and scope of the session.
- Encourage open discussion to gather requirements, clarify doubts, and capture user needs.
- Use techniques like brainstorming, process mapping, and use case discussions.
- Keep the discussion on track and ensure everyone participates.

Documentation:

- Record all key points, requirements, and decisions made during the workshop.
- Validate the collected requirements with participants at the end of the session.

Follow-up:

- Share the workshop summary and requirement document with all attendees for review and confirmation.

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 –

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.

Type of Question	Description	Example
Open-ended Questions	Allow the stakeholder to give **detailed, descriptive answers**. Used to explore opinions, ideas, or experiences.	"What challenges do you face while processing customer orders?"
Closed-ended Questions	Can be answered with a **specific or short response**, such as "Yes" or "No." Used to confirm facts or decisions.	"Do you use any software to track customer orders?"

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:

Suppose a company plans to develop a mobile banking app. The Business Analyst sends a questionnaire to existing customers asking about:

- Which features they use most (e.g., balance check, fund transfer).
- How often they use mobile banking.
- Their satisfaction level with the current app.
- Additional features they would like to see.

The collected responses help in understanding user needs and prioritizing app features.

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

Sorting requirements means organizing and prioritizing the collected requirements based on their importance, urgency, feasibility, and impact on the project. This helps the Business Analyst and stakeholders focus on what needs to be developed first and manage project scope effectively.

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

- **Categorize Requirements:**
  Group requirements into categories such as:
  Business Requirements – High-level goals of the organization.
  Stakeholder Requirements – Needs of specific users or departments.
  Functional Requirements – What the system should do.

Non-Functional Requirements – System qualities (e.g., performance, security).

Example:
School Management System
After collecting all requirements, the Business Analyst **sorts them into categories** to organize the information clearly.

Functional Requirements (What the system does)

- Student admission process
- Fee payment module
- Attendance tracking
- Report card generation

Non-Functional Requirements (How the system works)

- System should load within 5 seconds
- Data should be secured with password protection
- System should be available 24/7

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

- Prioritizing means ranking or ordering requirements based on their importance, business value, or urgency to decide which should be implemented first.
- To decide the order of implementation and manage project scope effectively.

1. MoSCoW Method
Meaning:
One of the most popular techniques — divides requirements based on their importance and necessity.
Categories:

- **M – Must Have:** Essential features, without which the system won't work.
- **S – Should Have:** Important but not critical; can be included later.
- **C – Could Have:** Nice-to-have features, add value but not necessary now.
- **W – Won't Have:** Not required in the current phase or release.

Example:
In an online shopping system, the requirements can be sorted as follows:

Requirement	**Priority**	**Reason**

User login & registration	Must Have	Core functionality
Add to cart	Must Have	Essential for purchasing
Product rating & review	Should Have	Improves user experience
Wish list	Could Have	Additional feature
Dark mode	Won't Have	Not required for initial release

2. 100-Dollar Method (or 100-Point Method)

Meaning:

Each stakeholder gets **100 points (or dollars)** to "spend" on the requirements they find most important.

The total points for each requirement show its **priority level**.

Example:

If 3 stakeholders give:

- Login feature → 50 points
- Payment system → 30 points
- Notifications → 20 points

  Then *Login feature* has the **highest priority**.

4. Ranking Method (Numerical/Scoring)

Meaning:

Assigns a numerical score or rank to each requirement based on factors like business value, risk, and cost.

Then, requirements are sorted in descending order of total scores.

Example:

Requirement	Business Value	Cost	Risk	Total Score
Online payment	9	3	8	**20**
Chat support	5	2	4	**11**

→ *Online payment* is the top priority.

Q11. Weekly status reporting – How we will drive?

A Weekly Status Report is a summary document or communication that provides an update on the project's progress, tasks completed, ongoing activities, issues faced,and plans for the next week.

It helps stakeholders stay informed about project health and ensures transparency in project execution.

1. **Collect Weekly Updates:**
    a. Gather information from the project team about completed tasks, ongoing work, and upcoming activities.
    b. Identify any issues, risks, or delays that occurred during the week.
2. **Review Project Plan and Milestones:**
    a. Compare the actual progress with the planned progress to identify variances.
    b. Track key metrics like timelines, deliverables, and budget utilization.
3. **Summarize the Key Points:**
    a. **Completed Work:** Tasks or deliverables finished during the week.
    b. **Work in Progress:** Tasks currently being worked on.
    c. **Next Week Plan:** Tasks planned for the upcoming week.
    d. **Issues/Risks:** Problems faced and mitigation actions.
4. **Prepare the Report:**
    a. Use a clear, concise format (table or bullet points).
    b. Include project name, date, reporting period, and responsible person.
    c. Optionally, use traffic light indicators (Green, Yellow, Red) to show project health.
5. **Share with Stakeholders:**
    a. Send the report via email or present it in a weekly meeting.
    b. Discuss progress, resolve issues, and take stakeholder feedback.
6. **Take Corrective Actions:**
    a. If issues are identified, assign owners and action plans to resolve them before the next report.

Example Format:

Category	Details
Week:	7th Oct – 12th Oct 2025
Completed Tasks:	Requirement gathering completed for Login and Payment modules
Ongoing Tasks:	Design phase for user interface
Next Week Plan:	Start testing of Login module
Issues/Risks:	Delay in API documentation from vendor
Status:	*On Track with minor delay*

Q12. Meeting Minutes Document – prepare one Sample

Minutes of Meeting (MoM) is a written summary of what happened during a meeting — it records the topics discussed, decisions made, and actions to be taken along with who is responsible and deadlines.

Meeting Title: Weekly Status Meeting – School Management System

Field	Details
Date and Time	12th October 2025, 11:00 AM – 11:45 AM
Location	Microsoft Teams (Virtual)
Attendees	PM, BA, Developers, Teste, Client
Agenda	Review project progress, discuss new feature request, identify issues, and plan next week's tasks.
Discussion Summary	- Student registration module completed. - Fee payment module under testing. - Client requested Email Notification feature. - SMS API delay reported by development team.
Decisions Made	- Email Notification feature approved for next phase. - Testing timeline extended till 16th Oct 2025.
Action Items	- Prepare Change Request (CR) for Email Notification. - Complete Fee Payment testing. - Follow up with SMS API vendor.
Owner	- BA - PM
Due Date	14th – 16th October 2025
Agenda Summary	All major deliverables on track except API integration delay. CR preparation in progress.

Next Meeting

Field	Details
Meeting Title	Progress Review – Fee Payment & New Features
Date and Time	19th October 2025, 11:00 AM
Location	Microsoft Teams
Expected Attendees	Project Manager, Business Analyst, Developer, Tester, Client Representative

Q13. Change Tracker – Document - – prepare one Sample

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

Date	Version number	Document changes	Name	Title	signature	Approved by
10-Oct-2025	V1.0	Initial version created for tracking project changes	-	Business Analyst	*Signed*	Project Manager
11-Oct-2025	V1.1	Added new column for impact area and status	-	Business Analyst	*Signed*	Project Manager

Q14. Difference between Traditional Development Model and Agile Development Models –

- **Traditional Model:** A step-by-step development process where each phase must be completed before the next one begins.
- **Agile Model:** A flexible and iterative approach that delivers small working parts of the project in short cycles, allowing continuous improvement and customer feedback.

Criteria	Traditional Development Model (Waterfall Model)	Agile Development Model
Approach	Sequential and linear process (Step-by-step)	Iterative and incremental process
Phases	Requirements → Design → Development → Testing → Deployment	Continuous cycles of planning, development, testing, and review (called sprints)
Flexibility	Less flexible – changes are difficult once project starts	Highly flexible – changes can be made anytime during the project
Customer Involvement	Customer is involved only at the beginning and end	Customer is involved throughout the process
Delivery	Final product delivered at the end of project	Working software delivered after every sprint
Testing	Done after development phase is completed	Continuous testing during each sprint
Team Collaboration	Limited communication among teams	Daily collaboration and communication (e.g., daily stand-ups)
Documentation	Heavy documentation required	Lightweight documentation; focus on working software

Risk Management	High risk – problems discovered late	Low risk – early detection through frequent reviews
Example	Banking or government projects (fixed requirements)	Software startups, mobile apps, AI-based projects

Q15. Explain Brainstorming Technique – Where to use?

Definition:
Brainstorming is a creative group technique used to generate a large number of ideas or solutions for a specific problem or challenge. It encourages free thinking, where participants are urged to share all ideas without judgment, criticism, or evaluation during the session.

Key Points:

- Encourages creativity and innovation.
- Promotes participation from all team members.
- Focuses on quantity of ideas first; quality is evaluated later.
- Can be done individually or in groups.

Where to Use:
Brainstorming is particularly useful in:

1. **Problem Solving:** Generating solutions for complex or unclear problems.
2. **Requirement Gathering:** Identifying user needs or system requirements in project management.
3. **Idea Generation:** Creating new products, services, features, or improvements.
4. **Planning Sessions:** Strategic planning, process improvements, or marketing strategies.
5. **Team Collaboration:** Encouraging collective creativity and breaking mental blocks.

Example Scenario:

- A company wants to develop a new mobile app feature. The team holds a brainstorming session where everyone suggests ideas freely. Later, the best ideas are shortlisted for implementation.

Q16. What reports Accounts Departments will generate (minimum 5 reports)

A report is a structured document that presents organized data in a readable format, helping management and stakeholders monitor financial transactions, performance, and compliance.

In the context of the Employee Loan Management System (ELMS), the Accounts Department generates various reports to track loan processing, repayments, and outstanding balances.

1. **Loan Approval Report**
   Displays details of all loans approved within a specific period.
   Includes employee name, loan ID, loan amount, approval date, and approving authority.
2. **Loan Repayment Schedule Report**
   Shows repayment details for each loan.
   Contains EMI amount, due date, payment status, and total Instalments.
3. **Outstanding Loan Report**
   Lists employees with unpaid loan balances.
   Shows outstanding amount, remaining EMIs, and next due date.
4. **Monthly Loan Deduction Report**
   Summarizes total EMIs deducted from salaries for a selected month.
   Used for payroll reconciliation and financial tracking.
5. **Rejected Loan Report**
   Displays all loan applications rejected by HR or Accounts.
   Includes rejection date, rejected by, and reason for rejection.

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

Structure of the Loan Rejection Mail

1. **Subject Line:**
   Clear and professional subject mentioning the purpose of the mail.
   a. Example: “Regarding Your Loan Application Status – Rejected”
2. **Salutation:**
   a. Example: *Dear [Employee Name],*
3. **Introduction / Reference:**
   a. Mention the reference to the employee’s loan application.
   b. Example: *This is with reference to your loan application submitted on [Application Date].*
4. **Loan Rejection Information:**
   a. Inform the employee politely that their loan request could not be approved.
   b. Example: *We regret to inform you that after careful review, your loan application has not been approved at this time.*
5. **Reason for Rejection:**
   a. Provide a short and clear reason (optional but recommended).

    b. Example: *The rejection was due to [reason – e.g., not meeting eligibility criteria / pending documentation / exceeding loan limit]*.
6. **Encouragement / Reapplication Advice:**
    a. Example: *You may reapply after meeting the required eligibility conditions or providing the necessary documents*.
7. **Closing / Contact Information:**
    a. Example: *For any clarification, please contact the HR Department at [email/contact number]*.
    b. Closing: *Regards / Sincerely,*
    c. *[HR Representative Name]*
    d. *HR Department, TTS Company*

Subject: Loan Application Status – Rejected
Dear [Employee Name],
This is with reference to your loan application submitted on *[Date]*.
We regret to inform you that after reviewing your application, your loan request has been rejected due to *[specific reason, e.g., not meeting eligibility criteria]*.
You may reapply in the future once the eligibility conditions are met or required documents are provided.
For further clarification, please feel free to contact the HR Department.
Regards,
[HR Executive Name]
HR Department
TTS Company

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 Approved – Congratulations
Dear [Employee Name],
This is with reference to your loan application submitted on *[Date]*.
We are pleased to inform you that your loan request has been approved after a successful review process.
Loan Details:

- Loan Amount: ₹[Amount]
- Tenure: [Duration]
- EMI Amount: ₹[Amount]
- First EMI Date: [Date]

Please review the attached Loan Terms and Conditions and Repayment Schedule.
Kindly confirm your acceptance by replying to this mail or submitting the signed acceptance form.
For any clarification, please contact the HR Department.

Regards,
[HR Executive Name]
HR Department
TTS Company

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

S.No.	Employee ID	Name	Department	Loan Type	Loan Amount (₹)	Application Date	HR Review Status	Accounts Review Status	Remarks / Comments
1	EMP001	Ravi Kumar	IT	PL	2,00,000	01-10-2025	Verified	Approved	Approved after HR verification
2	EMP002	Sneha Reddy	HR	EL	1,50,000	03-10-2025	Verified	Pending	Awaiting supporting documents
3	EMP003	Arjun Mehta	Accounts	HL	8,00,000	04-10-2025	Verified	Rejected	Not eligible – exceeds limit
4	EMP004	Priya Sharma	Marketing	VL	3,50,000	05-10-2025	Verified	Approved	Approved – EMI starts Nov 2025
5	EMP005	Kiran Das	Operations	PL	2,50,000	07-10-2025	Pending	Not Reviewed	Waiting for HR review

Purpose of the Report:

- To maintain a record of all employee loan applications received.
- To monitor the progress of loan approval or rejection.
- To ensure coordination between HR and Accounts departments.
- To help in financial tracking and decision-making.

Q20. Which reporting Tools we will use for generating reports.

A Reporting Tool is a software application used to collect, organize, analyze, and present data in the form of reports, charts, or dashboards.

Tool Name	Purpose / Justification
SQL Server Reporting Services (SSRS)	Best suited for generating **financial and transactional reports** (e.g., approved loans, repayment schedules, outstanding balances). It integrates easily with the system's SQL database.

Crystal Reports	Used for **formatted and printable reports**, such as Loan Approval, Rejection Summary, and Deduction Statements. Ideal for management reviews.
Microsoft Power BI	Used to create **interactive dashboards** for management and HR to visualize data like loan trends, total disbursements, and department-wise approvals.
JIRA (for BA tracking and documentation)	Helps Business Analysts **track change requests, report project progress**, and document approvals during the system's development lifecycle.
Rational SoDA	Used by Business Analysts for **automated documentation** like generating BRD, SRS, and traceability reports directly from project artifacts.

For the Employee Loan Management System project, the following reporting tools will be used:

- **SSRS** – For generating transactional and financial reports.