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

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| Brainstorming | JAD Sessions |
| Generate creative ideas and solutions to a problem. | Gather detailed requirements and create consensus among stakeholders. |
| Open to anyone (team members, stakeholders, or experts). | Business analysts, developers, testers, project managers, and key stakeholders. |
| Informal and unstructured; participants share ideas freely | Highly structured with a facilitator, defined agenda, and decision-making process |
|  Quantity of ideas over quality; evaluation happens later. | In-depth discussion and agreement on requirements, workflows, and design. |
| Used in the early stages of problem-solving, product development, or innovation | Used in software development, system design, and requirement gathering phases. |

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

1. It helps in understanding existing processes, business rules, and system functionalities by reviewing documents like business requirements, project charters, and user manuals.

2. It ensures accuracy and completeness in requirement gathering by referring to past records, reducing dependency on stakeholder memory.

**3. It saves time and effort by identifying gaps, constraints, and improvements before engaging in discussions with stakeholders.**

 Q3. In Which Context we will use Reverse Engineering?

Reverse engineering is used by a Business Analyst (BA) in various contexts:

1. It helps analyze legacy systems when proper documentation is unavailable.

2. It assists in extracting requirements for system migration or upgrades.

3. It helps identify process inefficiencies and suggest improvements.

4. It is used to study competitor products for benchmarking and innovation.

5. It ensures compliance with new business or regulatory requirements.

6. It helps analyze security vulnerabilities in existing systems.

7. It aids in recovering lost or outdated business logic for system enhancements.

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

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| Brainstorming | Focus Groups |
| Brainstorming aims to generate a wide range of creative ideas and solutions. | Focus Groups aim to gather detailed feedback and insights on a specific topic, product, or service. |
| Brainstorming is informal and unstructured, allowing free flow of ideas. | Focus Groups are structured, with a clear agenda and moderator guiding the discussion. |
| Brainstorming can include anyone, often a larger group of individuals. | Focus Groups are composed of a small, targeted group of participants with specific expertise or experience. |
| Brainstorming encourages unfiltered, creative contributions from all participants. | Focus Groups involve in-depth discussions and analysis of specific topics. |
| Brainstorming results in a broad list of ideas for further refinement. | Focus Groups provide detailed insights, opinions, and feedback to refine concepts or products. |

 **Q5. Observation Technique – Explain both Active and Passive approaches**

**Observation Technique** is used to collect data by watching people, processes, or activities in their natural environment. It is widely used by Business Analysts to understand how things work and to gather insights for decision-making. There are two primary approaches in observation:

### ****1. Active Observation****:

* **Definition**: The observer is actively involved in the situation being observed. They may interact with participants, ask questions, or provide feedback during the observation.
* **Example**: A Business Analyst might observe a team working on a project, asking questions to clarify processes or provide immediate suggestions.
* **Advantages**: Provides deeper insights through interaction and clarification, helps build rapport with participants.
* **Disadvantages**: May alter the behavior of participants due to the observer’s presence or involvement.

### ****2. Passive Observation****:

* **Definition**: The observer watches the situation without intervening or influencing the participants. The focus is purely on observing behavior without interaction.
* **Example**: A Business Analyst observing employees working on their tasks without interacting with them or asking questions.
* **Advantages**: More natural behavior from participants as the observer doesn't influence the process, ideal for studying routine actions.
* **Disadvantages**: Limited understanding since no immediate feedback or clarification can be sought from participants.

 **Q6. How do you conduct the Requirements Workshop**

1. Prepare:

Define clear objectives for the workshop, such as understanding business needs or gathering functional requirements.

Identify and invite the relevant stakeholders, including business users, subject matter experts, and technical teams.

2. Plan the Agenda:

Create a structured agenda to guide discussions and keep the workshop on track.

Include time for introductions, presentations, discussion of current systems, and gathering new requirements.

3. Facilitate Discussions:

Start with an overview of the project and its goals.

Use techniques like brainstorming, use case scenarios, and open discussions to gather requirements from participants.

Document key points, ideas, and requirements as they emerge.

4. Prioritize and Validate:

After gathering the requirements, prioritize them based on business value, feasibility, and urgency.

Validate the gathered requirements with stakeholders to ensure alignment and accuracy.

5. Follow-up and Document:

After the workshop, provide a summary of the requirements and action items to all participants.

Create a formal requirements document and share it for final validation.

 **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**

Context in Which Interview Technique is Conducted by a BA

The Interview Technique is used by a Business Analyst (BA) to gather detailed information, insights, and requirements from stakeholders, subject matter experts, users, or customers. It can be conducted to:

1. Understand business needs, problems, and expectations.

2. Gather functional and non-functional requirements for systems or processes.

3. Clarify uncertainties and validate initial assumptions.

4. Explore current workflows and identify improvement areas.

Approaches in Conducting Interviews

1. Structured Interviews:

Definition: These interviews follow a predefined set of questions. The BA asks the same questions in the same order to all participants.

Advantages: Easy to compare answers across participants, ensures consistency and reliability in data.

Disadvantages: Limited flexibility, doesn't allow deep exploration of new topics that arise during the interview.

2. Unstructured Interviews:

Definition: These interviews are informal with no predefined set of questions. The BA engages in open-ended discussions, allowing the conversation to flow naturally.

Advantages: Flexibility to explore topics in depth, more open to discovering new insights.

Disadvantages: Less consistency, harder to compare answers across participants, may lead to biased or irrelevant responses.

Difference Between Open-ended and Closed-ended Questions

1. Open-ended Questions:

Definition: These questions allow the respondent to answer in their own words, offering more detailed and descriptive responses.

Example: "Can you describe how you currently handle the invoicing process?"

Advantages: Encourages detailed responses, provides richer insights.

Disadvantages: Responses can be lengthy and require more time to analyze.

2. Closed-ended Questions:

Definition: These questions provide predefined answer options, such as yes/no or multiple-choice.

Example: "Do you use the invoicing system regularly? (Yes/No)"

Advantages: Easy to analyze, quick responses, suitable for quantitative data.

Disadvantages: Limits the depth of responses and may miss valuable insights.

 **Q8. Questionnaire Technique – Where we will use? Give one example**

Questionnaire Technique is used to collect data from a large group of respondents in a structured and efficient manner. A Business Analyst (BA) typically uses this technique in the following contexts:

1. Data Collection from Stakeholders: When there is a need to gather feedback from multiple stakeholders on a specific topic or requirement.

2. Surveying User Needs and Satisfaction: To understand user expectations, satisfaction levels, and challenges with existing systems or processes.

3. Market Research: To collect data about customer preferences, behaviors, and market trends.

Example:A Business Analyst may use a questionnaire to survey employees on their experience with an internal software tool, asking questions about its usability, features, and areas for improvement. The feedback can be used to enhance the system and align it with user needs.

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

Sorting Requirements is a crucial process for Business Analysts (BAs) to prioritize and organize requirements based on importance, feasibility, and impact. Here are common methods used for sorting requirements:

1. Moscow Method: Prioritize requirements into categories: Must Have, Should Have, Could Have, and Won’t Have. This helps in focusing on essential requirements first and managing expectations.

2. Value vs. Complexity Matrix:Classify requirements based on their value to the business and the complexity of implementation. This allows prioritization of high-value, low-complexity requirements.

3. Impact vs. Effort Matrix:Requirements are assessed based on their impact on the business and the effort required for implementation. High impact, low-effort requirements are prioritized.

4. Priority Ranking:Assign priority levels (e.g., high, medium, low) to each requirement based on business needs, dependencies, and resource constraints.

5. Requirement Categorization:Categorize requirements into functional, non-functional, technical, and regulatory groups for easier sorting and analysis.

6. Where It’s Used:

Sorting requirements is used in project planning, scope management, and stakeholder communication to ensure alignment and proper resource allocation. It helps ensure the project addresses the most critical requirements first.

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

Prioritizing Requirements is a critical activity for Business Analysts (BAs) to ensure that the most important and valuable requirements are addressed first in a project. This helps align with stakeholder expectations and ensures efficient use of resources.

Methods to Prioritize Requirements:

1. MoSCoW Method:Classify requirements as Must Have, Should Have, Could Have, or Won’t Have to focus on essential features.

2. Kano Model:Classify requirements based on customer satisfaction: Basic Needs, Performance Needs, and Excitement Needs. This helps ensure both fundamental needs and additional value-adding features are prioritized.

3. Value vs. Complexity Matrix:Prioritize requirements by their business value and implementation complexity to focus on high-value, low-complexity tasks first.

4. Impact vs. Effort Matrix:Sort requirements based on their impact on business goals and the effort needed to implement them, focusing on high-impact, low-effort requirements.

5. 100-Point Method:Stakeholders are given 100 points to allocate across requirements, helping to identify which features are most valuable to them.

Where We Use:Prioritizing requirements is essential in project planning, scope management, and resource allocation to ensure the project delivers the most value and meets business objectives.

Example:

In an e-commerce project, stakeholders might prioritize a secure payment gateway as a Must Have (critical for business operation), while a customer loyalty program could be classified as a Should Have (important but not important

**Q11. Weekly status reporting – How we will drive?**

A weekly status report is essential for tracking project progress and keeping stakeholders informed. It should include:

1. Project Summary – Overview of the project status (On Track / At Risk / Delayed).

2. Key Accomplishments – Completed tasks for the week.

3. Planned Tasks – What will be worked on next week.

4. Risks & Issues – Challenges faced and mitigation plans.

5. Dependencies – Any blockers affecting progress.

Process to Drive Weekly Status Reporting:

Gather updates from the team.

Compile a structured report.

Review for accuracy.

Share with stakeholders via email or project management tools.

Follow up on action items in the next meeting.

This ensures clear communication and timely decision-making.

**Q12. Meeting Minutes Document – prepare one Sample**

MOM (Minutes of Meeting) Document

A Minutes of Meeting (MOM) document is a written record of the discussions, decisions, and action points from a meeting. It serves as a reference for attendees and those who couldn't attend, ensuring clarity on key takeaways and next steps

|  |
| --- |
| Meeting Title : |
| date and time |   |   |
| location |   |   |
| attendees  |   |   |
| agenda |   |   |
| summary |   |   |
| Dicision mode |   |   |
| action items |   |   |
| owner |   |   |
| due date |   |   |
| agenda summary |   |   |
| Next meeting |
| Meeting Title : |   |   |
| date and time |   |   |
| location |   |   |
| expected attendees |   |   |

**Q13. Change Tracker – Document - – prepare one Sample**

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Date | Version Number | Document changes | Name | Title | Sign | Approved By |
|   |   |   |   |   |   |   |
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**Q14. Difference between Traditional Development Model and Agile Development Models –**

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| Traditional Development | Agile Development Models |
| Traditional Development Model (Waterfall) follows a linear, sequential process, | Agile is iterative and incremental, with continuous feedback |
| In Waterfall, each phase (e.g., design, development) is completed before moving to the next | Agile allows overlapping phases and flexible adjustments throughout the project. |
| Waterfall typically works best for projects with clear, well-defined requirements, | Agile suits projects that require flexibility and quick adaptation to changing requirements |
| In Waterfall, the requirements are fixed at the beginning, | Agile encourages evolving requirements based on feedback throughout development |
| Agile focuses on collaboration and communication with customers during the entire process | Waterfall typically involves less interaction after the initial planning phase  |
| Waterfall can result in longer delivery times, | Agile enables frequent releases and faster delivery of small, working increments |
| Waterfall is often rigid in its processes | Agile emphasizes flexibility and responsiveness to change |
| Waterfall projects often require large upfront documentation | whereas Agile prioritizes working software and minimal documentation. |

**Q15. Explain Brainstorming Technique**

Brainstorming is a creative technique used to generate a large number of ideas or solutions to a problem in a short amount of time. It involves group participation and encourages free thinking, where participants build on each other's ideas.

Where to Use:

1. Problem Solving: Brainstorming is highly effective for solving complex problems by generating a wide range of possible solutions, then evaluating them for feasibility.

2. Idea Generation: It's commonly used in product development, marketing campaigns, and innovation processes to create new ideas or concepts.

3. Team Collaboration: It fosters teamwork by allowing everyone in the group to contribute and discuss different perspectives, which enhances creativity.

4. Project Planning: During project initiation or planning phases, brainstorming helps in identifying objectives, potential challenges, and strategies.

5. Process Improvement: In business or operations, brainstorming is useful for identifying bottlenecks and finding ways to improve workflows or efficiency.

6. Content Creation: Whether for writing, video production, or design, brainstorming helps to gather content ideas and determine key messages or themes.

7. Strategic Decision Making: It can be used to generate alternatives for business strategies, marketing approaches, or risk management plans.

**Q16. What reports Accounts Departments will generate**

The Accounts Department will generate the following reports:

1. Loan Application Report – This report contains details of all loan applications received, including employee details, requested loan amount, and application status (Approved/Rejected/Pending).

2. Loan Approval and Disbursement Report – A report listing all approved loans, their disbursal dates, and loan amounts.

3. Loan Repayment Schedule Report – This report outlines the repayment schedule, including EMI amounts, due dates, and deductions from salaries.

4. Loan Outstanding Report – A summary of the total loan amount sanctioned, repaid amounts, and outstanding balances for each employee.

5. Loan Rejection Report – A detailed report listing all rejected loan applications along with rejection reasons.

**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 message/mail from the HR department in case of Loan Rejection – 5 Marks

Subject: Loan Application Status – Rejection Notification

Dear [Employee Name],

We regret to inform you that your loan application submitted on [Date] has been reviewed and unfortunately, it has been rejected due to the following reason(s):

[Reason 1]

[Reason 2]

If you need further clarification, you may reach out to the HR or Accounts Department. We encourage you to review the loan eligibility criteria and apply again in the future if you meet the requirements.

Best Regards,

[HR Representative 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 Status – Approval Notification

Dear [Employee Name],

We are pleased to inform you that your loan application submitted on [Date] has been approved. Below are the details of your loan:

Loan Amount Approved: [Amount]

Loan Tenure: [Months]

Interest Rate: [Rate]%

Monthly EMI Deduction: [EMI Amount]

Start Date of Deduction: [Date]

Please find attached the Loan Agreement, which includes the terms and conditions, repayment schedule, and other necessary details. Kindly review the agreement and confirm your acceptance by signing and returning it by [Due Date].

If you have any queries, feel free to contact the HR or Accounts Department.

Best Regards,

[HR Representative Name]

HR Department

TTS Company

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

Abc company

Report date : ………..

Created by: XYZ

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Application ID | Employee Name | Employee ID | Loan Amount | Loan Type | Application Date | Status | Comments |
| LA001 | A | E12345 | 100000 | Personal | Feb1 2025 | Approved | Salary deduction confirmed |
| LA002 | B | E67890 | 500000 | Education | Feb3 2025 | Pending | Under reviewby HR |
| LA003 | C | E11223 | 800000 | Homeloan | Feb 5 2025 | Rejected | Insufficient credit score |
| LA004 | D | E33445 | 1200000 | Personal loan | Feb 7 2025 | Approved | Terms accepted |
| LA005 | E | E55667 | 600000 | Medical | Feb 8 2025 | Pending | Awaiting salary verification |

Total application 5 Approved 2 pending 2 Rejected 1

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

The following reporting tools can be used for generating reports:

1. Microsoft Power BI – A powerful tool for creating interactive dashboards and reports.

2. Tableau – A data visualization tool for generating comprehensive business intelligence reports.

3. SAP Crystal Reports – Useful for creating structured, detailed reports in a corporate environment.

4. Microsoft Excel – A simple and effective tool for creating tabular reports and charts.

5. SQL Reporting Services (SSRS) – A Microsoft-based tool for generating automated reports from databases.