Prep Exam 3 –Part 2/2

Q1. What is the difference between Brainstorming and JAD Sessions? 3 Marks

Answer)



Q 2. Why Document Analysis is one of the compulsory techniques we use in a Project? Justify – 3 Marks

Answer) Document Analysis helps us to understand the current working of a software that give us a lot of information about the requirement documentation for the desired system. Such documents if available can be in the form of interface details, user manuals, software vendor manuals and software specifications.

Document analysis is a crucial and often compulsory technique used in various projects across different domain for several reasons:

1. **Information Gathering**: - Documents contain valuable information, insights and data that can be crucial for understanding the project context, requirement, scope and objectives. Analyzing documents helps project team gain a comprehensive understanding of the project’s background.
2. **Requirement clarification**- Ensure a clear understanding of project goal to prevent miscommunication.
3. **Risk management**- identify potential challenges and develop strategies to mitigate them.
4. **Legal and regulatory compliance**- many projects need to adhere to legal and regulatory standards. Analyzing relevant documents helps ensure that the project align with these requirements, avoiding legal issues and potential penalties.
5. **Historical context**- Learn from past projects success and challenges
6. **Stakeholder alignment**- project involve multiple stakeholders with varying interests and perspectives. Analyzing documents related to stakeholder preferences, concerns and expectations helps in aligning everyone’s goal
7. **Scope Definition-** clearly outline project scope to manage expectations .
8. **Communication strategy**- use documents for effective intra-team and inter-team communication
9. **Change management-** evaluates impacts of changes to make informed decisions.
10. Decision making
11. Quality assurance

Q3) In Which Context we will use Reverse Engineering? - 3 Marks

Answer) In cases where documentation for an existing process or software is not available and it is important to understand the working of the current software/application we may use reverse engineering elicitation technique.

It involves working backward from the end products to uncover the details of how it was created, even when the original design or documentation is not readily available.

Reverse engineering is commonly used in various contexts to understand and analyze existing systems, products or technologies. Here are two common contexts where reverse engineering is employed:

**1.Software Development and maintenance**- Reverse engineering is often used in software development to understand and analyze existing software systems, especially when the original source code is unavailable or poorly documented. It can be used to enhance or modify software or identify security vulnerabilities.

**2.Product analysis and competitor research**:- Reverse engineering helps businesses understand their own products by dissecting them, revealing design, functionality and areas of improvement. It aids in troubleshooting, replication, customization, upgrades and documentation. Reverse engineering competitor product provide insights into their features, functionalities and market positioning. This informs benchmarking, innovation, differentiation and strategic decision making

Q4) What is the difference between Brainstorming and Focus Groups? - 3 Marks

Answer)

|  |  |
| --- | --- |
| **Brainstorming** | **Focus groups** |
| Brainstorming is an elicitation technique used to generate a multitude of creative ideas or solutions to a specific problem | Focus group emphasis on getting opinions, ideas and feedback on a particular topic |
| Unstructured ideation with participants freely sharing ideas without immediate evaluation or criticism | Structured discussions led by a moderator, focusing on participants, opinions or experience guided by a set of predetermined questions |
| Brainstorming may be conducted individually or in groups the size may vary | Typically involve a small group of participants usually ranging from 6 to 12 individuals |
| Focuses on quantity of ideas as more number of ideas are promoted | Focuses on quality of the ideas and feedbacks shared |
| Used in the early stage of problem solving or idea generation | Often used in coducting research and getting feedback once the product is ready. |

Q5. Observation Technique – Explain both Active and Passive approaches - 3 Marks

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

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

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

There are two basic approaches for the observation technique:

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

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

Q6. How do you conduct the Requirements Workshop- 3 Marks

Answer) A requirements-gathering workshop is a structured, interactive session where business analysts, system analysts and project managers collaboratively work with stakeholders to identify, refine and document the essential project requirements.

The primary goal, focus and objective of a requirements workshop is to achieve a shared understanding of the project’s objectives, scope and key deliverables among all stakeholders.

How to conduct requirements workshop:-

1. **Icebreaker activities**: These foster a collaborative and open environment. Encourage participants to introduce themselves and share expectations.
2. **Present project overview**: Provide an overview of the project, its goals, and the context in which it will be implemented. Clarify the purpose of the requirements-gathering process.
3. **Discuss end users’ needs:** Use techniques like brainstorming, mind mapping, process analysis and process modeling.
4. **Define functional/ non-functional requirements**: Use techniques like use case analysis, user stories or process mapping. Consider constraints and limitations that may impact the project.
5. **Document and summarize**: Document the gathered requirements in a clear and organized manner. Summarize key findings, decisions and action items.
6. **Assign responsibilities**: Assign responsibilities for further analysis, validation and implementation of the requirements. Define the next steps in the project development process.

As companies increasingly recognize the value of interactive and inclusive methods, the requirements workshop emerges as a critical cornerstone for successful project delivery.

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 – 6Marks

Answer) Interviews of users and stakeholders are important in creating wonderful software. Without knowing the expectations and goal of the stakeholders and users, you are highly unlikely to satiate them. You also must understand the perspective of every interviewee, in order to properly address and weigh their inputs.

An interview is a systematic approach to elicit information from a person or group of people in an informal or formal setting by talking to the person - the interviewee, asking relevant questions and documenting the responses.

Interview Technique can be used to verify the fact, clarify ambiguity, trigger enthusiasm, engage end user, identify requirements, and the opinion and ideas. It is used to get more information from the people in a formal or informal setting by asking questions and documentation the responses. 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,

• Structured Interview- in which the interviewer has the predefined set of questions. It is a structured way of interview.

• Unstructured Interview- in which the interviewer does not have the predetermined set of questions ad it may vary based on the stakeholder response and interactions.

• Open Ended Questioned- Open- ended questions are those that provide respondents with a question prompts and provides them a space in which to construct their own response.

• Close Ended questions- Often the answer is a single word (e.g Yes or No) or less common a short phrase. You are not looking for an explanation or an elaboration to the question in the answer given to the question

Q8. Questionnaire Technique – Where we will use? Give one example - 6 Marks

Answer) Questionnaires can be useful for obtaining limited system requirements details from users / stakeholders, who have a minor input or are geographically remote.

A questionnaire is a research instrument that consists of a set of questions or other types of prompts that aims to collect information from a respondent. A research questionnaire is typically a mix of close-ended question and open-ended questions.

Open-ended, long-form questions offer the respondent the ability to elaborate on their thoughts. The data collected from the data collection questionnaire can be both qualitative as well as quantitative in nature.

A survey or questionnaire is used to elicit business analysis information including information about the customer, products, work practices and attitudes from a group of people in a structured way and in relatively short period of time.

Surveys are preferred elicitation techniques when faced with a large number of stakeholders who are geographically dispersed and you need to gather the same information from them.

Example: 1. How many times have you visited (website) in past month?

None

Once

More than once

2. What is primary reason for your visit to (website)?

To make a purchase

To find more information before making a purchase in-store

 To contact customer service

 3. Who did you purchase these product for?

• Self

• Family member

• Friends

• Colleague

• On behalf of a business

• Other

Q9. How to Sort the Requirements – Where we will use? Give one example - 5 Marks

Answer) It is the process in which scattered requirements are put together and redundancy is removed.

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:

1. Identification of requirements as per stakeholders needs

2. Dividing identified requirements into functional and non-functional requirements.

3. 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 are authentication, business rules, Audit tracking, certification requirements, transaction correction, etc.

• Non- functional requirements are not related to 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. Example- usability, reliability, security, storage, cost, flexibility, configuration, performance, legal or regulatory requirements, etc.

We will use this before we move the requirements to the development phase.

Q10. Prioritize the Requirements – –Where we will use? Give one example - 5 Marks

Answer) Prioritizing means queuing the requirements for the next stage of development.

Large software system has a few hundred to thousands of requirements. Neither are all requirements equal nor do the implementation team have resources to implement all the documented requirements. There are several constrains such as limited resources, budgetary constraints, time limitations, feasibility, etc, which bring in the need to prioritize requirements.

Most req. are interdepend and you will hardly find any req. that exists independent. To understand why we need a dependency map- let us take a scenario where you have 9 req. X,Y,Z,P,Q,R,M,O and N with priorities on a 5 –level scale where 1 is the most critical and 5 least critical, as 1,2,1,4,5,1,2,2,3. So, with these priorities it would be logical to begin with req. X,Z and R

Different techniques are used in prioritizing the requirements:

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

Moscow stands for must, should, could and would:

* M - Must have this requirement to meet the business needs.
* S - Should have this requirement if possible, but project success does not rely on it.
* C - Could have this requirement if it does not affect anything else in the project.
* **W** - Would like to have this requirement later, but it **won't** be delivered this time.

Q11. Weekly status reporting – How we will drive? 5 Marks

Answer) A weekly status report, also known as a weekly check-in is a communication tool that project managers use to keep a tab on their employee’s work experiences.

While a team lead can do a weekly status report in person, it’s easier to do it online.

 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 coming plans for future. A weekly report is a review of your workweek and provides a summary of what you competed, what project are in 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 onto important aspects of the work you complete.



Q12. Meeting Minutes Document – prepare one Sample -5 Marks

Answer) Minutes of meeting are a document to create an official record of the points discussed and actions taken at a Meeting.

Minutes serve to both keep a record of the actions taken for those attending 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.

MOMs also highlight the tasks or responsibilities assigned to any individuals and below is how a MOM document looks like.



Q13. Change Tracker – Document - – prepare one Sample -4 Marks

The change tracker is a type of documentation that contains the list of changes that are made during the entire project management design. It tracks the progress of each change based on its review, approval (or rejection), implementation as well as closure.



Q14. Difference between Traditional Development Model and Agile Development Models – 8 Marks

|  |  |
| --- | --- |
| **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 organizational**expectation** 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 is less used by software development firms. | It is normally used by software development firms. |
| The expectation is favored in the traditional model. | Adaptability is favored in the agile methodology. |
| For starters, typical software development approaches employ a predictive approach. There is full specification and prediction of the software development processes because the product is produced through rigorous and explicit planning. Changes are not permitted in this technique because the time and cost of project development are fixed.  | Here, a flexible approach is used as the software development approaches are founded on the notion of continual design improvement and testing relies on team and client feedback. |
| **Examples** | **Examples** |
| Office productivity suites | Sky |
| Data management software | Phillips |
| Media players  | JP Morgan Chase |
| Security programs  |   |
| **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) |

**Traditional Development Model:-**

Traditional project management focuses on the linear approach. In the agile world, this project management approach is often known as the waterfall approach. In traditional method, al the project phases are complete is sequential order. This rigid, top-down approach contains some fixed stages, such as plan, design, build, testing, user acceptance, deployment, release, etc. Unlike agile, traditional project management plan everything beforehand and not empirically. In this approach, requirements are fixed and budget and time get agreed on earlier. For this reason, teams often face budget and timeline problems with this approach. You can’t use traditional project management to develop complex product, as this approach leaves no room for changing the requirements.

**Agile Project Management:**

In agile project management, project is time-boxed in short iterations. The iteration lasts for maximum of a calendar month. And after each iteration, you’ll get a new releasable product increment. Agile project management focuses more on implementing the client’s feedback and reviewing the product periodically.

Customer collaboration is a vital factor I agile. It doesn’t follow a plan blindly and responses to Changes quickly.

Today, agile methodology comes with different methods and frameworks for project management. For example, Scrum, Kanban, LeSS, SAFe, and Scrumban are great examples of popular agile project management methods. These methods are perfect choices for preventing time consumption, increasing customer satisfaction, and encouraging decision-making at every product development step.

 Initially, agile project management was considered fir the software development industry and, in recent times, successfully implemented in other sectors like architecture, financial services, marketing, etc.

Q15. Explain Brainstorming Technique – Where to use? 5 Marks

Answer) The basic idea behind brainstorming is to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members.

In other words, brainstorming is a situation where a group of people meet to generate new ideas and solutions around a specific domain of interest by removing inhibitions.

These meetings are used for solving a process problem, inventing new products or product innovation, solving inter- group communication problems, project scheduling, etc.

**1. Nominal group technique**: In this technique Participants are asked to write their ideas anonymously, then the facilitator collect the ideas, and the group votes on each idea. This process is called distillation.

**2. Group passing technique**: In this technique each person in a circular group writes down one idea, and then passes the piece of paper to the next person, who adds some thoughts. This continues until everybody gets his or her original piece of paper back. By this time, it is likely that the group will have extensively elaborated on each idea.

**3. Team idea mapping method:** This method of brainstorming works by the method of association. It may improve collaboration and increase the quantity of ideas and is designed so that all attendees participate and no ideas are rejected.

Brainstorming It is a creative technique to find a solution or to understand the need or requirement by group of people, As a BA, by using brainstorming, we can gather the ideas and can creative solutions for problems in short time.

 1. Prepare for brainstorming: start a clear and concise objective for the session, Generate as many ideas as possible and don’t limit the creative ideas instead limit the time for session. Decide who all are going to include in session and their role like participant or facilitator.

2. Conduct brainstorming session: Share new ideas without any discussion, criticism or evaluation. Record or note down all ideas.

3. Wrap up the brainstorming: once the time limit is reached create a list of ideas and eliminate the duplicates. Rate the ideas and prioritize the ideas using voting and distribute the final list of ideas.

Q16) What reports Accounts Departments will generate (minimum 5 reports) – 10 Marks

Answer) The accounts department will generate the below reports:

1. **Credit score:** This report will help TTS to understand the loan requesters history and his repayment schedule summary that will help TTS to understand about the borrowers’ trends.
2. **Employee’s salary reports:** To understand the employees current salary so the team can decide his loan against salary.
3. **Employees bank account reports:** To understand how much does the employee use on a regular basis and whether or not will he be able to repay the loan.
4. **Form 16:** As this report shows about the employees taxable income and other parameters it is crucial that this report is included.
5. **Tax declaration report:** To understand if the employee has any investments.

Q17) What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is rejected? – 5 Marks

Answer) As stated , In case, the loan is rejected, the employee will be informed of the reason for loan rejection.

Below is the structure of the email.

**Subject:** Loan Application Decision

Dear [Applicant's Name],

Thank you for your interest in [Company Name] and for submitting your loan application. After careful review, we regret to inform you that we are unable to approve your loan request at this time.

Our decision was based on [*specific reasons, if appropriate, e.g., credit history, income requirements, or other criteria*]. We encourage you to review your financial profile and consider applying again in the future once circumstances have changed.

If you have any questions or would like further clarification regarding this decision, please feel free to contact us at [*contact information*].

We appreciate your understanding and thank you for considering [Company Name].

Best regards,

[Your Full Name] [Your Position] [Company Name]

Q18. What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is approved? – 5 Mark

Answer)

**Subject:** Congratulations! Your Loan Has Been Approved

Dear [Applicant's Name],

We are delighted to inform you that your loan application with [Company Name] has been approved. Congratulations on reaching this important milestone!

Here are the details of your approved loan:

Loan Amount: [Amount]

Loan Term: [Term, e.g., 24 months]

Interest Rate: [Rate, e.g., 5% APR]

To finalize the process, please review and sign the loan agreement, which you can find attached to this email. If you have any questions or require assistance, do not hesitate to reach out to us at [contact information].

We appreciate the trust you have placed in [Company Name], and we look forward to supporting you on this journey.

Q19. Design a sample report on the Loans applications Received by the accounts department – 8 Marks

Answer)

**Subject:** Loan Application Request

Dear [Recipient's Name or Lending Institution],

I hope this message finds you well. I am writing to formally apply for a loan of [amount] with [your institution's name]. I require this loan to [state the purpose, e.g., purchase a vehicle, fund education, or expand my business].

I am confident in my ability to repay the loan as per your terms, and I have attached the required documents for your reference. This includes [list any required documents, e.g., proof of income, bank statements, ID, etc.].

Kindly let me know if you need any additional information to process my application. I am happy to provide further details or clarification if required.

Thank you for considering my application. I look forward to your positive response.

Best regards,

 [Your Full Name] [Your Contact Information]

Q20. Which reporting Tools we will use for generating reports. – 5 Marks

Answer) We may use reporting tools like the ones stated below:-

1. TransUnion CIBIL,
2. Equifax,
3. Experian,
4. CRIF High Mark

Document analysis is a crucial and often compulsory technique used in various projects across different domain for several reasons” 1. Information Gathering- Documents contain valuable information, insights and data that can be crucial for understanding the project context, requirement, scope and objectives. Analyzing Document analysis is a crucial and often compulsory technique used in various projects across different domain for several reasons” 1. Information Gathering- Documents contain valuable information, insights and data that can be crucial for understanding the project context, requirement, scope and objectives. Analyzing Q1. What is the difference between Brainstorming and JAD Sessions? 3 Marks

Ans1.

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Features Brainstorming JAD Session

Purpose

Brainstorming is used to generate creative

ideas, solutions or concepts for a specific

problem or project

JAD session are used to gather

requirements, define project

scope and streamline

communication among

stakeholders especially in

software development

Process

Participants freely share their thoughts and

ideas without immediate evaluation or

criticism. The focus is on quantity and

diversity of ideas

Facilitated by a leader, JAD

sessions involve structured

discussions and activities to

extract detailed requirement and

specification.

Setting

It often takes place in an informal setting,

encouraging open and imaginative thinking

They are organized workshops

that include stakeholders, end-

users and development team in

a focused environment

Outcome

The result is a collection of varied ideas that

can be further refined , evaluated and

developed into potential solutions

The outcome is a documented

and refined set of project

requirements that serve as a

foundation for development.

Applicability

Brainstorming is used in creative processes,

problem-solving and idea generation across

various domains

JAD sessions are commonly

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Q1. What is the difference between Brainstorming and JAD Sessions? 3 Marks

Ans1.

Features Brainstorming JAD Session

Purpose

Brainstorming is used to generate creative

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communication among

stakeholders especially in

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Process

Participants freely share their thoughts and

ideas without immediate evaluation or

criticism. The focus is on quantity and

diversity of ideas

Facilitated by a leader, JAD

sessions involve structured

discussions and activities to

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Setting

It often takes place in an informal setting,

encouraging open and imaginative thinking

They are organized workshops

that include stakeholders, end-

users and development team in

a focused environment

Outcome

The result is a collection of varied ideas that

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The outcome is a documented

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