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

A1.

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| --- | --- |
| Brainstorming | JAD Session |
| Brainstorming is used to generate creative ideas, solutions or concepts for a specific problem or project | JAD sessions are used to gather requirements, define project scope and streamline communication among  stakeholders especially in software development |
| 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 |
| 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. |
| 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 |
| Brainstorming is used in creative processes,  problem-solving and idea generation across various domains | JAD sessions are commonly used in software development projects to ensure clear understanding and alignment of project goals. |

Q2. Why Document Analysis is one of the compulsory technique we use in a Project? Justify

A2. Document Analysis is an important gathering technique. Evaluating the documentation of a present system can assist when making AS -IS process documents and also when driving the gap analysis for scoping of the migration projects. 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. Analysing 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. Analysing 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. Analysing 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?

A3. Reverse engineering is a process in which a product, system or component is analysed and deconstructed to understand its underlying design, functionality and structure. 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 analyse 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 analyse 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 provides 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.

A4.

|  |  |
| --- | --- |
| Brainstorming | Focus Group |
| To generate a multitude of creative ideas or solutions to a specific problem | To gather qualitative insights, opinions and feedback on a particular topic, product or concept |
| 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 can be conducted with a  small or large group, size may vary | Typically involve a small group of  participants usually ranging from 6 to 12  individuals |
| Interaction among participants is  encouraged, but the primary goal is idea  generation | Participants interact with each other,  sharing opinions, discussing viewpoints  and potentially influencing each other’s  perspective |
| Emphasis on creative and diverse ideas,  quantity of ideas is prioritized over their  immediate quantity | Participants provide detailed insights,  opinions and qualitative feedback related  to the specific topic |
| Typically conducted in the early stage of  problem-solving or idea generation | Often used in the research and feedback  – gathering phase to inform decisions and  refine strategies |

Q5. Observation Technique – Explain both Active and Passive app

A5. Business Analyst use observation technique to gather information by watching and understanding workplace activities. It is used to identify needs and opportunities, understand business processes, create performance standards, assess solution performance, and facilitate training and development.

Observation of activities or jobs shadowing is the act of studying a work activity as it is being performed. It can be performed in either the user’s work environment or in a recreated test environment.

There are two approaches for observation and they are:

Active: while observing an activity the observer can ask any questions as they occur. Despite this interruption to the workflow, the observer can quickly understand the reasoning and any undocumented processes within the activity.

Passive: in this approach, the observer does not disturb or interrupt the work while the user is performing the work activity. Any question would be asked once the observation is over. This allows the natural flow of events to be observed without interference by the observer, as well as the measurement of the time and quality of work.

Q6. How do you conduct the Requirements Workshop

A6. 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.

Icebreaker activities: These Foster a collaborative and open environment. Encourage participants to introduce themselves and share expectations.

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.

Discuss end users’ needs: Use techniques like brainstorming, mind mapping, process analysis and process modeling.

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.

Document and summarize: Document the gathered requirements in a clear and organized manner. Summarize key findings, decisions and action items.

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.

A7. 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 an 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,

1. Structured Interview- in which the interviewer has the predefined set of questions. It is a structured way of interview.
2. 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.
3. Open Ended Questioned- Open- ended questions are those that provide respondents with a question prompt and provides them a space in which to construct their own response.
4. 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

A8. 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 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 questionnaire may or may not be delivered in the form of a survey, but a survey always consists of a questionnaire.

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 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 products for?

Self

Family member

Friends

Colleague

On behalf of a business

Others

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

A9. 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.

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 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 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 behaviours of the system.

Example- usability, reliability, security, storage, cost, flexibility, configuration, performance, legal or regulatory requirements, etc

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

A10. Large software systems have a few hundred to thousands of requirements. Neither are all requirements equal nor do the implementation teams have resources to implement all the documented requirements. There are several constraints such as limited resources, budgetary constraints, time crunch, feasibility, etc., which brings in the need to prioritize requirements.

Most customers on their part have a reasonable idea of what they need and what they want. But during requirements elicitation the customer provides the Business Analyst (BA) with all the requirements that he feels will make his work easier. The customer is not wrong on his part; the BA needs to understand the needs of the business to prioritize the requirements.

Most requirements are interdependent and you will hardly find any requirement that exists independently. To understand why we need a dependency map – let us take a scenario where you have 8 requirements X,Y,Z,P,Q,R,M,O and N with priorities, on a 5- level scale where 1 is 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 requirements X, Z and R.

MoSCoW – This prioritization technique was developed by Dai Clegg of Oracle UK Consulting. it is one of the more widely used techniques for its simplicity and ease of use. The letters of the word MoSCoW stand for Must, Should, Could and Won’t.

1. Must have (or Minimum Usable Subset) – These are features that must be included before the product can be launched.
2. Should haves are features that are not critical for the launch, but are considered to be important and of a high value to the user.
3. Could haves are features that are nice to have and could potentially be included without incurring too much effort or cost
4. Won’t have - are features that have been requested but are explicitly excluded from scope for the planned duration and may be included in a future phase of development.

MoSCoW method works better than the numeric rating system as it is much easier for the stakeholders to rate the requirements as Must, Should, Could or Would.

Q11. Weekly status reporting – How we will drive?

A11. A weekly status report, also known as a weekly check-in, is a communication tool that project managers use to keep tabs on their employees' 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 upcoming plans for the future.

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.

Q12. Meeting Minutes Document – prepare one Sample

A12. Minutes is to create an official record of the actions taken at a Meeting. Minutes serve to both memorialize 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.

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| --- | --- | --- | --- |
| Meeting | Sprint review meeting |  |  |
| Date of meeting | 23.02.2025 | Time | 10.00 AM |
| Facilitator | Business analyst | Location | Hyderabad |

Meeting objective:

1. Discuss status of sprints

2. Discuss progress report of project

3. Discuss about impediments if any.

4. Suggest Solutions

Attendees:

|  |  |  |  |
| --- | --- | --- | --- |
| Name | Department | Email | Phone |
| Ravi | Development | [Ravi.s@yahoo.com](mailto:Ravi.s@yahoo.com) | 9878998792 |
| Rohit | Technical | [Rohit98@gmail.com](mailto:Rohit98@gmail.com) | 98725671937 |
| Yashwanth | Business analyst | [Dykumar19@gmail.com](mailto:Dykumar19@gmail.com) | 8978550079 |

Meeting Agenda:

|  |  |  |
| --- | --- | --- |
| Topic | Owner | Time |
| Discussion about the actions and sprints Development Team | Development Team |  |
| Decision on WIP items Development Team | Development team |  |

Q13. Change Tracker – Document - – prepare one Sample

A13. 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:

1. Understand the reason for the change
2. Understand the impact of the change
3. Understand the effort required to implement the change
4. Ensure that the change request follows the predetermined approval process

|  |  |
| --- | --- |
| Project Name | Food delivery |
| Project Manager | Yashwanth |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Change Request ID | Type | Description | Date identified | Impact | Status | Priority | Assigned | Action |
| 1 | Product | Request to change screen background colour to blue. | 03-03-2025 | Scope | Open | Medium | Raju | Add blue colour to the screen background |
| 2 | Team | Replace junior dev team member with senior dev team member | 10-03-2025 | Budget | Accepted | High | Paul | Check with HR |
| 3 |  |  |  |  |  |  |  |  |

Q14. Difference between Traditional Development Model and Agile Development Models

A14. Traditional model:

1. Used to develop Simple Software
2. In this testing is done once the development phase is totally completed
3. It provides less security- It provides less functionality in the software
4. It supports fixed development model
5. Development cost is less.
6. It consists of five phases.
7. Expectation is favoured in the traditional model
8. product delivered at the end of the project
9. It is rigid to accept the change
10. Models based on traditional software development - spiral, waterfall, V model, incremental model.

Traditional project management focuses on the linear approach. In the agile world, this project management approach is often known as waterfall approach. In the traditional method, all the project phases are completed in 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 plans 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 products, as this approach leaves no room for changing the requirements. However, studies suggested that the waterfall or traditional approach’s failure rate is nearly 21% while the agile failure rate is 8%.

Agile model:

1. It is used to develop complicated software
2. In this testing and development process are performed concurrently
3. it provides less high security- It provides all functionality needed by the users
4. It is used by professionals
5. It supports changeable development model
6. Development cost is higher
7. Adaptability is favoured in the agile methodology
8. Product delivered frequently within couple of weeks to couple of moths
9. Change accepted even in late development stage- Model based n agile software development - Scrum, XP, Crystal, Dynamic systems development method(DSDM), feature driven development(FDD), Adaptive software development(ASD)

Agile Project Management: In agile project management, projects are time-boxed in short iterations. The iteration lasts for a 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 in 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 the perfect choices for preventing time consumption, increasing customer satisfaction, and encouraging decision-making at every product development step. Initially, agile project management was considered for 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?

A15. 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, improving customer service, budgeting exercises, project scheduling, etc.

1)Nominal group technique: In this technique Participants are asked to write their ideas anonymously. Then the facilitator collects the ideas and the group votes on each idea. The vote can be as simple as a show of hands in favour of a given 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.

4)Directed brainstorming: Directed brainstorming is a variation of electronic brainstorming (described below). It can be done manually or with computers. Directed brainstorming works when the solution space (that is, the set of criteria for evaluating a good idea) is known prior to the session.

There are many other techniques as well. Most important thing is you have to decide which technique is most suitable for your team. You can use brainstorming throughout any design or work process, of course, to generate ideas for design solutions, but also any time you are trying to generate ideas, such as planning where to do empathy work, or thinking about product and services related to your project.

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

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)

A16. The Accounts Department will generate the following reports:

1. Loan Application Status Report – Displays all loan applications with their status (Approved, Rejected, Pending).
2. Loan Disbursement Report – Shows details of disbursed loans, including amounts, interest rates, and employees who received loans.
3. Loan Disbursement Pending Report – Shows the loans which are approved but pending for disbursement.
4. Loan Repayment Report – Tracks monthly deductions from employees' salaries and any outstanding balances.
5. Defaulter Report – Identifies employees who have missed loan repayments and the outstanding dues.
6. Financial Impact Report – Summarizes the total loans issued, repaid, and pending payments to assess financial liability.

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

A17. Sample Structure of email for loan rejected:

Dear Mr.Ravi**,**

We regret to inform you that your loan application bearing Loan No: 900002 submitted on 15-3-2025 has been reviewed and **not approved** due to the following reasons:

* Loan amount eligibility concern
* Cibil score is low.

If you have any concerns regarding this decision, please feel free to reach out to the HR department at swathi.p@tts.com

Best regards,

HR Department

TTS

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

A18. Sample Structure of email for loan approved:

Dear Yashwanth,

We are pleased to inform you that your loan application bearing Loan no. 900001 submitted on 05-03-2025 has been **approved**. Below are the loan details:

* Loan Amount: Rs.40,00,000
* Interest Rate: 8.7%
* Repayment Duration: 240 months
* Monthly Deduction: Rs. 37,689/-

Please find attached the loan terms and conditions along with the repayment schedule. Kindly review the documents and confirm your acceptance by 25-03-2025. Upon acceptance, the approved loan amount will be disbursed, and monthly deductions will commence from your salary.

For any questions, feel free to reach out to the HR department.

Best regards,

HR Department

TTS

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

A19.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Loan ID | Emp Name | Department | Type | Loan amt | Application date | Status | Remarks |
| 900001 | Yashwanth | Finance | Home Loan | 4000000 | 01-03-25 | Approved | Ready to disburse |
| 900002 | Ravi | IT | Car loan | 1500000 | 05-03-25 | Rejected | Loan amt Eligibility concern. |

Q20. Which reporting Tools we will use for generating reports

A20. Reporting tools are software applications that help organizations collect, process, and present data in a structured format, enabling the generation and analysis of reports for monitoring performance, making data-driven decisions, and communicating insights effectively. Below reporting tools can be used for generating reports:

1. QlikView - It is a Business Intelligence (BI) tool used for exploring and analysing data, enabling users to connect to diverse data sources, build dashboards, and create interactive visualizations.
2. Power BI – It is a powerful business intelligence (BI) and data visualization tool from Microsoft that allows users to connect to various data sources, transform data, and create interactive reports and dashboards.
3. Tableau – It is a powerful data visualization and business intelligence tool that allows users to create interactive dashboards and reports, enabling organizations to analyze and present data in a clear and easily understandable format.