**Question 1 - What is the difference between Brainstorming and JAD Sessions? 3 Marks**

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| Aspect | Brainstorming | JAD Sessions | Focus Groups |
| Purpose | Generate ideas and solutions | Collaboratively gather requirements | Gather feedback and insights |
| Participants | Usually a diverse group of stakeholders | Typically includes project team members, stakeholders and facilitator | Representative sample of target audience or stakeholders |
| Format | Informal and open-ended discussion | Structured sessions with predefined agenda | Semi – Structured discussions with moderator |
| Output | Ideas, concepts, and potential solutions | Documented requirements, user stories, and use cases | Detailed feedback, observations, and suggestions |

**Question 2 - Why Document Analysis is one of the compulsory technique we use in a Project? Justify – 3 Marks**\*\* Document analysis is a crucial technique used in project management because it provides valuable insights, information and context that are essential for project success.

\*\* Understanding Requirements – Contains valuable information about project objectives, scope and expectations.

\*\* Quality Assurance – Documents include quality standards, guidelines and procedures that define expectations for project deliverables.

**Question 3 - In Which Context we will use Reverse Engineering? - 3 Marks**Reverse engineering is the process of extracting knowledge or design information from anything man-made and re-producing it or re-producing anything based on the extracted information.

Reverse engineering is primarily used in contexts where you need to understand the inner workings of a product or system by disassembling and analyzing it, often to replicate functionality, improve upon existing designs, create compatible parts for obsolete equipment, or identify potential security vulnerabilities, especially when original design documentation is unavailable or when studying competitor products.
Key situations where reverse engineering is applied:
Legacy parts replacement, Competitive analysis, Product improvement, Compatibility issues, Security analysis:

\*\* There are two categories of reverse engineering -

1. Black box – The system or product is studied without examining its internal structure.
2. White box – The inner working of the system or product is studied.

**Question 5 - Observation Technique – Explain both Active and Passive approaches - 3 Marks**\*\* Observation technique 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 – Involves direct engagement and interaction with participants

Key Feature:

Direct interaction with the subject by asking questions, clarifying actions, or providing feedback during the observation process.

Benefits:

Can gain a deeper understanding of "why" behind observed behaviors.

Useful for identifying specific issues or areas for improvement in real-time.

Allows for immediate clarification of unclear actions.

Example:

A usability tester actively observing a user navigate a website, asking questions about their thought process as they click through different elements.

\*\* Passive Approach – Involves indirect engagement and interaction with participants
Key Feature:

Observing the subject without any interaction, simply recording their actions and behaviors as they naturally occur.

Benefits:

Less likely to influence the subject's behavior, providing a more natural view of their actions.

Useful for capturing detailed information about repetitive tasks or patterns.

Can be less intrusive for the subject.

Example:

A researcher observing customer behavior in a retail store, noting which products they pick up and put back down without engaging with them

 **Question 6 - How do you conduct the Requirements Workshop- 3 Marks**\*\* Requirements workshop is a structured approach to capture requirements.
\*\* It may be used to scope, discover, define, prioritize and reach closure on requirements for the target system.
\*\* Define objectives, identify stakeholders, create an agenda, and collaboratively facilitate the workshop with key stakeholders, summarize findings, validate requirements.

\*\*Preparation

Define objectives: Clearly define the goals, objectives, user needs, project scope and identify constraints.

Identify key stakeholders: Project sponsors, end-users, subject matter experts, decision-makers and other individuals directly impacted by the project. Clear roles and responsibilities for each participant contribute to the effectiveness of the workshop.

Prepare materials: Agendas, questionnaires and any pre-workshop documentation. Share relevant information with participants beforehand.

Create an agenda: Cover key areas like project overview, user needs and constraints. Allocate specific time slots for each agenda item.

\*\* Conducting the Requirements Workshop

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.

\*\* Follow-Up

Collect feedback: Gather feedback from participants about the workshop process. Use this feedback to improve future requirements-gathering sessions.

Follow-up and documentation: Circulate the documented requirements to all stakeholders for review and approval. Ensure that the documentation is maintained and updated throughout the project lifecycle.
 **Question 7 - In which context, Interview Technique can be conducted by a BA? How may approaches are there in conducting Interviews? (Structured – Unstructured) Explain them. Explain the difference between Open Ended Questions and Closed ended Questions – 6 Marks**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.

\*\* Open-ended questions allow participants to give a free-form text answer. Closed questions (or closed-ended questions) restrict participants to one of a limited set of possible answers.
\*\* Open-ended questions encourage exploration of a topic; a participant can choose what to share and in how much detail. Participants are encouraged to give a reasoned response rather than a one-word answer or a short phrase. Closed questions have a short and limited response.
\*\* Closed question: Have you used the website before? Open-ended question: Tell me about the last time you used the website.

 **Question 8 - Questionnaire Technique – Where we will use? Give one example - 6 Marks**\* 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.
Types of Questionnaires

In a broader sense, there are two types of questionnaires:

* Structured questionnaire: It is also known as a closed questionnaire where such questions are asked, which can be answered as yes or no. It includes less number of researchers and a large number of respondents, and it has definite and concrete questions. These types of questionnaires are formal and are prepared well in advance.
* Unstructured questionnaire: It is based on a more open questionnaire. An open questionnaire means recording more data, as the respondents can point out what is more important for them in their own words and methods, as responses can go to any length. This type of questionnaire is quite flexible and can be applied to several areas of study as they do not require much planning and time.

Example:
1. How many times have you visited (website) in past month?
None
Once
More than once
2 . What is the 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
Colleagues
On behalf of a business
Other

**Question 9 - How to Sort the Requirements – Where we will use? Give one example - 5 Marks**\* Sorting requirements is a crucial step in the requirements management process, helping to organize, prioritize and categorize them for effective analysis and implementation.
\* Sorting is often done during the requirements elicitation and documentation phases of a project.
\* Based on Functional vs. Non- functional requirements, priority sorting, user role sorting , time dependency sorting w can sort the requirements.

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.

 **Question 10 - Prioritize the Requirements – –Where we will use? Give one example - 5 Marks**\* Prioritizing requirements is a crucial step in the requirements management process, helping teams focus on what is most important for the success of a project.
\* Prioritizing is typically done based on factors such as business value, impact and dependencies.
\* One of the most prioritization techniques is:
MoScoW – Must-have, Should-have, Could-have, and Would-have.

MoScoW method works better than numeric rating system as it is much easier for the stakeholders to rate the requirements as Must, Should could or would.

MUST (M) - Defines a req. that has to be satisfied for final solution to be acceptable e.g. The HR system “must” store employee leave history.
SHOULD (S) - This is high –priority requirement that should be included if possible, within the delivery time frame. Workaround may be available for such req. and they are not usually considered as time- critical or must-have. E.g. The HR system “should” allow printing of leave letters.
Could (C) - This is a desired or nice to have req. (time and resources permitting) but the solution will still be accepted if the functionality is not included e.g. The HR system “could” send out notification on pending leave dates.
WON’T or Would (W) - This represents a requirement that stakeholders want to have, but have agree will not be implemented is the current version of the system. That is, they have decided it will be postponed till next round of development e.g. The HR system “won’t” support remote access but may do so in the next release.

 **Question 11 - Weekly status reporting – How we will drive? 5 Marks**\*\* Weekly status report is a summary of all work done during a week and how these activities contributed to the completion of a task or a project, or how each one brings the team closer to the achievements of their targets.

Questions that can be asked in a weekly status report include:
What have you been working on recently?
What have you accomplished this week?
What are your top priorities?
What are your challenges going into 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. **Question 12 - Meeting Minutes Document – prepare one Sample -5 Marks**\*\* Minutes of Meeting (MoM) is a formal written document that summarizes the discussions, decisions, and actions taken during a meeting.
\*\* It serves as an official record of what transpired during the meeting and helps to ensure that everyone is on the same page regarding key points and action items.
\*\* MoM is particularly important for tracking project progress, documenting decisions and assigning responsibilities.

Meeting Agenda

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| Name of the project | Sprint Review Meeting |  |  |
| Date of the meeting | 10/02/2025 | Time | 10.30 |
| Meeting Facilitator | Business Analyst | Location | Bangalore |

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| --- |
| Meeting Objective |
| 1.Discussion status of sprint2.Discussion progress report of project3.Discuss about impediments if any4.Suggest Solution |





**Question 13 - Change Tracker – Document - – prepare one Sample -4 Marks**The role of a BA in change request is very important as the change request differ I number and complexity across business projects and may come I before, during or after implementation of a solution.

Below are the steps to follow

\*\* Understand the reason for the change
\*\* Understand the impact of change
\*\* Understand the efforts required to implement the change
\*\* Ensure that the change request follows the predetermined approval process.

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| --- | --- | --- | --- | --- | --- | --- |
| Date | Version No | Document Changes | Name | Title | Signature | Approved by |
| 08/02/25 | 001 | Yes | Sourav | Mr | srv | Moon |
| 10/02/25 | 002 | No | Deep | Mr | deep | Moon |

**Question 14 - Difference between Traditional Development Model and Agile Development Models – 8 Marks**

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| --- | --- | --- |
| **Aspect** | **Traditional Development Model (Waterfall)** | **Agile Document Model ( Scrum )** |
| Development Approach | Linear and Sequential | Iterative and Incremental |
| Flexibility and Adaptability | Less adaptable to changes after project initiation ; changes can be costly | Embraces changes through the development process; flexibility is a key principle |
| Project Planning | Detailed planning at the projcts | Incremental planning ; Welcome and accommodates charge; planning revisited |
| Delivery of software | Entire system developed and delivered at the end of th project. | Software deliverables in small, functional |
| Client Involvement | More at the beginning | Throughout the development process |

1. 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 agil, traditional project management plans everything beforehand and not empirically.

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.

**Question 15 - Explain Brainstorming Technique – Where to use? 5 Marks**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.
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 (i.e 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.

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.

**Question 16 - What reports Accounts Departments will generate (minimum 5 reports) – 10 Marks**Below are the reports accounts department will generate -

\*\* Credit Report – The accounts team will check the credit score of the person before giving any loans to check if any default or outstanding loan is ongoing on the borrower.
\*\* Bank Statements – The accounts department will check the financial bank statements to check the salary/income proof to understand the financial conditions of the borrower.
\*\* Profit and Loss Statement - The most critical financial report for any business is known as the profit and loss statement, P&L statement or income statement. This basic report shows how much money your business made, how much money is available and where the money is coming from. Every business owner should check this report at least once a month to get a good idea of financial trends.

\*\* Liabilities - A company's liabilities account can include items like outstanding debts, payment obligations to creditors and other upcoming payments.
\*\* Budget report - Helps businesses plan strategies, track expenses, and make a profit. **\*\*** Debt to Income Ratio – The accounts team calculates the borrower’s debt to income ratio which compares the borrower’s total debt obligations to their income.

**Question 17 - What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is rejected? – 5 Marks**
Subject – Regarding Loan Application Rejected

Dear Deep,

We hope this email finds you well. We would like to inform you that after careful consideration and evaluation on the documents received of your loan application, we regret to inform you that your loan request has been rejected by the company’s loan approval team.

We understand that this news may be very disappointing but we want to assure you that this decision has been taken after thorough assessment on various factors considering the company’s lending policies and financial guidelines.

While we are unable to process your loan application now, we encourage you to review your financial situation and consider alternative options that may better align with your current circumstances.

If you have any questions or require any further clarification please feel free to reach out to our HR department and we will be more than happy to assist you on the same.

Best Regards,
HR Department
ABC Company

 **Question 18 - What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is approved? – 5 Marks**Subject – Regarding Loan Application Approved

Dear Deep,

We hope this email finds you well. We would like to inform you that after careful consideration and evaluation on the documents received of your loan application, we are pleased to inform you that your loan request has been approved by the company’s loan approval team.

We have carefully reviewed your application and based on our assessment we are confident that this loan will assist you in achieving your financial goals.

Below are the details of your loan approval:

Loan Amount – Rs 10, 00,000
Loan Tenure – 10 Years
Interest Rate – 7.5 %
Repayment Schedule – Yearly installment of Rs 1, 00,000

Please review entire loan agreement and it’s terms and conditions carefully and acknowledge once understood clearly. We hope this loan approval will definitely help you achieve your financial goals.

If you have any questions or require any further clarification please feel free to reach out to our HR department and we will be more than happy to assist you on the same.

Best Regards,
HR Department
ABC Company

 **Question 19 - Design a sample report on the Loans applications Received by the accounts department – 8 Marks**Loan Application Report -

\*\* Approved applications have met the loan approval criteria and are eligible for loan disbursement
\*\* Rejected applications do not meet the loan approval criteria and have been declined for further process.
\*\* Pending profiles are under review – need more supporting documents for approval.
\*\* For any inquiries please connect accounts department.
 **Loan Application Report – Date – 11/02/2025**

|  |  |  |  |
| --- | --- | --- | --- |
| Loan App ID | Applicant Name | Loan Amount | Status |
| L01 | Deep | 2,00,000 | Approved |
| L02 | Moon | 3,50,000 | Approved |
| L03 | Raj | 50,000 | Pending |
| L04 | Sonia | 49,000 | Rejected |
| L05 | Yash | 5,00,000 | Rejected |
| L06 | Nitin | 20,000 | Pending |
| L07 | Avik | 32,000 | Approved |
| L08 | Nakul | 35,000 | Approved |

**Question 20 - Which reporting Tools we will use for generating reports. – 5 Marks**we can use multiple tools to generate report. It depends on nature of report, requirements, user skill level, and budget.

\*\* MS Excel – MS Excel is widely used spreadsheet software that offers powerful data analysis and reporting capabilities.

\*\* Tableau – Tableau is a leading data visualization and reporting tool that enables users to create interactive and visually appealing reports and dashboards.

\*\* Power BI – Power BI is a Business Intelligence tool that allows users to connect, transform and visualize data from different sources.