**Q 1. What is the difference between Brainstorming and JAD Sessions?**

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| Brainstorming | JAD Sessions |
| Brainstorming is used to generate new ideas and solutions. | JAD sessions focus on gathering and finalizing business requirements. |
| Brainstorming is an open-ended, creative process. | JAD sessions follow a structured workshop format. |
| Brainstorming happens in an informal setting with free-flowing discussions, | JAD sessions are organized meetings with clear objectives. |
| Brainstorming includes anyone who can share ideas, like team members, managers, stakeholders, or experts. | JAD sessions involve stakeholders, end-users, and development teams. |
| Brainstorming allows participants to freely share ideas without judgment. | JAD sessions involve structured discussions to gather detailed project requirements. |
| Brainstorming is about finding creative solutions. | JAD sessions focus on understanding and defining business needs. |
| Brainstorming may or may not have a leader. | JAD sessions are led by a facilitator. |
| Brainstorming results in a list of possible ideas or solutions. | JAD sessions produce clear, documented project requirements and decisions. |
| Brainstorming sessions are short (a few hours), | JAD sessions can take multiple sessions over days or weeks. |
| Brainstorming is used for problem-solving, innovation, and idea generation. | JAD sessions are mainly used for gathering detailed project requirements, especially in software development. |

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

Document analysis is an important gathering technique. It is a crucial technique used in project management because it provides valuable insights, information and context that are essential for project success.

It involves reviewing documents such as reports, policies, contracts and past records to gather important details. This process helps in understanding existing information before making new decisions.

* Understanding Requirements – Documents Contain valuable information about the project, objectives, scope and expectations.
* Quality Assurance – Documents include quality standards, guidelines and procedures that define expectations for project deliverables.
* Process Improvement – Analyzing existing documentation helps in creating AS-IS process documents and conducting gap analysis, which is useful for migration projects.

**Q.3 In Which Context we will use Reverse Engineering** ?

**Reverse Engineering –**

Reverse engineering is the process of analyzing a product, system, or software to understand its design, functionality, and behavior. It involves breaking down an existing product to gain insights into its structure and operation, especially when documentation is outdated or unavailable.

It is used in various fields like software development, cybersecurity, manufacturing, and medical research to improve, replicate, or secure existing products, especially when documentation is outdated or missing. It also helps in system migration by extracting necessary data and functionality for integration into modern platforms.

Reverse engineering is an elicitation technique that can extract implemented requirements from the software code.

Overall, reverse engineering is a valuable tool for innovation, troubleshooting and security across multiple industries.

Reverse engineering is used in various contexts, including:

1. **Software Development** – To understand legacy code, fix bugs, or improve an existing system when documentation is missing.
2. **Cybersecurity** – To analyze malware, detect vulnerabilities, or improve security.
3. **Manufacturing** – To replicate or enhance a product when the original design is unavailable.
4. **Automobile & Aerospace** – To analyze competitor designs or optimize performance.
5. **Medical Field** – To create prosthetics or medical devices by studying existing models.
6. **Hardware Analysis** – To study circuit boards or chips for innovation or compatibility

There are 2 types of reverse engineering –

1. Black Box Reverse Engineering – The system/ product is studied without examining its internal structure.
2. White Box Reverse Engineering – The inner workings of the system/ product are studied.

**Q.4 What is the difference between Brainstorming and Focus Groups?**

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| --- | --- |
| Brainstorming | Focus Groups |
| Brainstorming is a creative technique used to generate a large number of ideas or solutions through open discussion. | A focus group is a means to elicit ideas and attitudes about a specific product, service, or opportunity in an interactive group environment. |
| Brainstorming is used to generate new ideas and solutions. | Focus groups are used to gather opinions, preferences, and perceptions from a specific group of people. |
| Brainstorming involves team members, experts, or individuals with creative input. | A focus group typically has **6-12** attendees who represent a target audience or customer group. |
| In brainstorming, the facilitator encourages free thinking without judgment. | In focus groups, the moderator guides the discussion with structured questions. |
| Brainstorming is open-ended, free-flowing, and allows spontaneous idea-sharing. | Focus groups follow a structured discussion based on specific topics or questions. |
| Brainstorming results in a broad set of new ideas, solutions, or innovations. | Focus groups provide detailed insights, opinions, and preferences about a product, service, or issue. |
| Brainstorming is best used for problem-solving, innovation, and creative thinking. | Focus groups are best used for market research, product feedback, and understanding consumer behavior. |

**Q.5 Observation Technique – Explain both Active and Passive approaches.**

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

By shadowing users or even doing part of their job, observers can provide information of existing processes, inputs and outputs.

This technique helps in understanding real-time behaviors, workflows and interactions without relying on self-reported data.

There are two basic approaches to the observation technique.

1. **Active / Invisible Approach** – Involves direct engagement and interaction with participants. The observer may ask questions, take notes or influence the process in some way to gain deeper insights. It is useful when detailed, real-time information is required.
2. **Passive Approach** – Involves indirect engagement, where the observer does not interact with participants but only watches and records their behavior. This approach is useful for gathering unbiased and natural observations without interfering with the process.

**Q.6 How do you conduct the Requirements Workshop?**

A requirements workshop is a structured way to capture requirements. It helps in used to scoping, discovering, defining, prioritizing and finalizing requirements for the target system. The process includes objectives identifying stakeholders, creating an agenda, facilitating discussions with key stakeholders, summarizing findings, validating requirements.

1. Icebreaker Activities - Start with an icebreaker to make participants comfortable and encourage collaboration.

2. Overview of the Project – Give a quick overview of the project, explaining what it’s about, why it’s important, and what you’re trying to achieve.

3. Discuss end user’s needs – Use brainstorming or process mapping or other techniques to gather insights into what end users require.

4. Define functional and non-functional requirements – Use methods like use case analysis and user stories. Also , consider any limitations or constraints that might affect the project.

5. Document and Summarize – Clearly document all gathered requirements, summarize key findings, and outline important decisions.

6. **Assign Responsibilities** – Define roles for further analysis, validation, and implementation. Ensure all stakeholders are aligned on the next steps.

**Q.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**

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.

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.

Interviews are conducted in various contexts, such as:

1. **Requirement Gathering:** To understand business problems, needs, and expectations.
2. **Stakeholder Analysis:** To identify key decision-makers and users.
3. **Process Understanding:** To analyze current workflows a pain points.
4. **Validating Requirements:** To confirm that collected requirements are accurate.

Approaches to Conducting Interviews-

1. Structured Interviews – The interviewer has a predetermined set of questions.
2. in which the interviewer has the predefined set of questions. It is a
3. structured way of interview
4. in which the interviewer has the predefined set of questions. It is a
5. structured way of interview

It follows a structured format, ensuring consistency. Useful for collecting specific, factual data.

1. in which the interviewer has the predefined set of questions. It is a
2. structured way of interview
3. in which the interviewer has the predefined set of questions. It is a
4. structured way of interview
5. Unstructured Interviews – The interviewer does not have predetermined questions. Questions may vary based on stakeholder responses and interactions. Useful when exploring new ideas or understanding unclear issues.

|  |  |
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| **Open-ended Questions** | **Closed-ended Questions** |
| Open-ended questions allow respondents to provide detailed and descriptive answers. | Closed-ended questions have specific, limited responses such as Yes/No or Multiple-choice answers. |
| Ex. Can you describe the challenges in your workflow? | Do you face challenges in your workflow? |
| The purpose of open-ended questions is to explore the thoughts, experiences and opinions of the respondent. | The purpose of closed-ended questions is to gather clear, factual and measurable information. |
| Open-ended questions allow broader discussions and insights. | Closed-ended questions keep responses structured and focused. |
| Open-ended questions are best used when understanding user needs, pain points and expectations. | Closed-ended questions are best used when collecting quantitative or direct data. |

**Q.8 Questionnaire Technique – Where we will use it? Give one example**

The questionnaire technique is a method of data collection commonly used in research, survey and assessment. 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.

Where we will use it?

The questionnaire technique is used in various fields like education, healthcare, business, and social research to collect information from people.

**Example:**  
A school wants to know students' opinions about the new online learning system. They create a questionnaire with questions like:

* Do you find online classes easy to understand?
* What challenges do you face while attending online classes?
* Do you prefer online classes or traditional classroom learning?

**Q.9 How to Sort the Requirements – Where we will use them? Give one example**

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 we can sort the requirements.

**Where We Use It:**

We use requirement sorting in software development, business process improvements, and product management to ensure we focus on the most critical features first.

**Example:**  
A company is developing a mobile banking app. To ensure smooth development, they sort the requirements as follows:

* **Functional Requirements:** Users should be able to transfer money, check account balance, and pay bills.
* **Non-functional Requirements:** The app should be secure, load within 3 seconds, and work on both Android and iOS.

**Q.10 Prioritise the Requirements – –Where we will use? Give one example**

Prioritizing requirements is a critical step in the requirements management process. It helps teams focus on the most important requirements needed for the success of the project.

Prioritization is usually done based on factors such as business value, impact, and dependencies.

**Where will we use prioritizing requirements?**

We use prioritizing requirements mostly in the planning phase of a project. When we have many requirements, we need to decide which ones are most important and which ones can wait. This helps the team focus on important work first.

**Example:**  
If we are creating an online shopping app, "Add to Cart" and "Payment" are very important, so they will be high priority (Must-have). But "Dark Mode Theme" is not urgent, so it will be low priority (Could-have).

One of the most important prioritization techniques is:

**Moscow Method -**

This is a prioritization technique used in business analysis and software development. It helps teams and stakeholders agree on the importance of each requirement. This is also known as MoSCoW prioritization or MoSCoW analysis.

* **Must-have** – These requirements are essential to meet business needs. Without them, the project will fail.
* **Should-have** – These requirements are important but not critical. The project can still go ahead without them for now.
* **Could-have** – These are nice-to-have requirements. They can be added if time and resources allow.
* **Would-have** – These requirements are not needed now but may be considered in the future.

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

A weekly status report summarizes all the work done during the week and explains how these activities contribute to completing a task or project. It also shows how each activity helps the team move closer to achieving their targets. The weekly status report is usually prepared by the project manager, team lead, or department head, depending on the organization and project.

Some common questions to cover in a weekly status report are:

What tasks did you work on this week?

What have you accomplished this week?

What are your top priorities?

What are your challenges going into next week?

How to create it?

|  |  |
| --- | --- |
| **Project Name – Online Shopping Platform** | **Prepared By – Project Manager** |
| Team – Operations | Report Date – 7 March, 2025 |
| Start Date- 1st March 2025 | Finish Date – 7 March,2025 |

1. **Task Progress**

|  |  |  |
| --- | --- | --- |
| Task Name | Status | Remarks |
| Requirement Gathering | Completed | Finalized all requirements |
| Documentation Update | Completed | Updated process documents |
| API Integration | In Progress | Facing third-party delays |
| Testing | Pending | Waiting for API completion |

1. **Key Achievements**

|  |  |
| --- | --- |
| Achievement | Details |
| New Feature Implementation | Payment Features successfully added |
| Bug Fixes | Major checkout bugs resolved |

1. **Challenges & Risks**

|  |  |
| --- | --- |
| Challenge | Impact & Solution |
| API Integration Delay | Follow-up with the vendor |
| Limited Testing Resources | Requesting additional testers |

1. **Next Steps**

|  |  |
| --- | --- |
| Task | Action Plan |
| Complete API Integration | Expected by next week |
| Start User Testing | Begin after integration |

**Q.12 Meeting Minutes Document – prepare one Sample**

Minutes of Meeting (MoM) is a formal written document that summarizes the key discussions, decisions made, and actions to be taken during a meeting.  
It serves as an official record to help all attendees remember what was discussed and agreed upon. It is also useful for tracking project progress, assigning responsibilities, and avoiding misunderstandings.

|  |  |
| --- | --- |
| **Meeting Title** | **Project Update Meeting** |
| Date and Time | 3rd March 2025, Time:3:00 PM – 4:00 PM |
| Location | Conference Room /Virtual Meeting (Zoom) |
| Attendees | 1. Project Manager 2. Team Lead 3. Developer 4. QA |
| Agenda | 1. Review of last week's work. 2. Current Project Status 3. Next steps and upcoming deadlines. |
| Discussions | 1. Completed tasks (Summary)   All tasks except 2 were completed.   1. Current issues (Any problems discussed) 2. Decisions made   API dependency issue will escalate to management.   1. Action items:  * Developer to follow up with third-party vendor (by 4th March) * Project Manager to update stakeholders (By 5th March) * QA team to complete retesting (by 5th March) |
| Next Meeting |  |
| Meeting Title | Weekly Project Review Meeting |
| Date and Time | 6th March 2025, Time:3:00 PM |
| Location | Conference Room /Virtual Meeting (Zoom) |
| Attendees | 1. Project Manager 2. Team Lead 3. Developer 4. QA |

**Why do we need a Meeting of Minutes Document?**

* To have a written record of what was discussed and decided.
* To make sure everyone remembers their tasks.
* To track project progress easily.
* To avoid confusion or misunderstandings later.

**Q.13 Change Tracker – Document – prepare one Sample**

A Change Tracker Document is used by the project team to record and track all changes that happen during a project. Whenever someone requests a change in the project, it is added to this document. It helps to keep proper record and makes sure no change happens without approval**.**

This document shows:

* What change was made
* Who requested the change
* Who approved it
* When the change happened

Project Name: Online Payment System

Document Prepared By: Project Team

Date – 4Th March 2025

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Date | Version Number | Document Changes | Name | Title | Signature | Approved By |
| 1st March 2025 | V1.0 | Added UPI payment option | Aastha Kadam | Business Analyst | AK | Project Manager |
| 2nd March 2025 | V1.1 | Updated KYC form fields | Ajinkya K | Compliance Officer | AJ | Project Manager |
| 3d March | V1.2 | Changed Email Confirmation Template | Asmita Khanvilkar | Operations Executive | AVK | Project Manager |

Why is a Change Tracker Document Important?

* It helps the team to keep a clear record of all changes.
* It avoids confusion because all changes are written in one place.
* It ensures that all changes are approved by the right person.
* It helps during audits and reviews to show what changes were made.

**Q.14 Difference between Traditional Development Model and Agile Development Model.**

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| --- | --- |
| **Traditional Development Model** | **Agile Development Model** |
| It is a linear and sequential approach. | It is an iterative and incremental approach. |
| It is a step-by-step process flow. Each phase happens one after the other. | Work happens in small parts called sprints. Work is divided into small cycles. |
| It is not flexible. One plan is made, and it is followed strictly. | It is very flexible. Changes can happen any time during the project. |
| The full product is delivered at the end of project. | The product is delivered in small working parts after every sprint. |
| It needs a lot of documents for every phase like a plan document, design document, test plan etc. | It needs less documents. Focus is more on working product. |
| Developers, testers, and BA, all work in separate phases. They work one after the other. | Developers, testers, BA all work together in every sprint. Everyone works at the same time. |
| Testing happens after full development is completed. | Testing happens continuously in every sprint. Every sprint has testing work. |
| It works well when the project has clear requirements and fixed plan. | It works well when requirements keep changing or the product needs to be delivered fast. |
| Customer gives feedback at the end of project when product is ready. | Customer gives feedback after every sprint. |
| If there is any mistake, it is found at the end, after full testing. | Mistakes are found early because testing happens in every sprint. |
| Risk is high because all problems come at the end. | Risk is low because problems come out early and can be fixed quickly. |
| Teams do not talk much during project. Each team does its own work. | Teams talk to each other every day. They work closely together. |
| It takes longer time to deliver because work happens step-by-step. | It delivers faster because work happens in small parts every sprint. |
| Changes are difficult after plan is made. Any change needs approval and changes the whole plan. | Changes are easy because project is flexible. Every sprint can have changes. |
| Customer is only involved in starting (for requirement) and at the end (for final product). | Customer is involved in every sprint and can give feedback regularly. |

**Q15. Explain Brainstorming Technique – Where to use?**

Brainstorming is a technique where a group of people come together to think of as many ideas as possible for a problem or topic. It is a free and open discussion where everyone can share their ideas without any fear. All ideas are written down without checking if they are good or bad. The main aim is to collect maximum ideas. After collecting ideas, the team can review them and pick the best ones.

**Where to Use Brainstorming?**

1. **Problem Solving** – When the team has a difficult problem and needs different solutions.
2. **New Product Ideas** – When team wants creative ideas for new product, features, or services.
3. **Process Improvement** – When company wants to improve existing process and wants fresh ideas.
4. **Project Planning** – In the starting phase of project, to collect ideas for scope, risks, etc.
5. T**eam Collaboration** – When different teams like BA, Developers, Testers work together and want to collect ideas from everyone.

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

1. **Monthly Loan Deduction Report**

This report will show how much loan amount is deducted from each employee’s salary every month.

1. **Outstanding Loan Report**

This report will show the pending loan amount for each employee who has taken a loan.

1. **Loan Disbursement Report**

This report will show details of all loans disbursed during a particular period (monthly, quarterly, yearly).

1. **Loan Repayment Summary Report**

This report will show how much loan amount has been repaid by each employee till date.

1. **Rejected Loan Report**

This report will show details of all loan applications rejected, 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?**

**Subject:** Loan Application Status - Rejected

Dear Jason,

We regret to inform you that your loan application submitted on 5/3/2025 has been rejected.

**Reason for Rejection:** Incomplete Documents.

We kindly request you to check your submitted documents and apply once again. If you need any clarification, feel free to reach out to the HR Department.

**Date of Application:** 5/3/2025  
**Employee Name:** Jason

We appreciate your understanding.

**Regards,**  
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 Approval Notification – Congratulations, Jason

Dear Jason,

Congratulations! We are pleased to inform you that your loan application has been approved. Below are the details of your loan:

* Loan Amount: ₹20,00,000 (20 Lakh)
* Interest Rate: 8.5% per annum
* Repayment Tenure: 5 years (60 months)
* Monthly Deduction: ₹41,000

Please find attached the loan approval terms and conditions along with the repayment schedule. Kindly review the details carefully. If you agree with the terms, please sign and return the acceptance form at the earliest.

The loan amount will be disbursed upon receiving your confirmation, and deductions will begin from your monthly salary as per the agreed schedule.

For any queries, feel free to reach out to the HR or Accounts department.

Best regards,  
Jason

HR Department

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

TTS Company

Accounts Department

Date: 6/3/2025

Loan Application Report – Home Loan (Jason) , Two-Wheeler Loan (Bella), & Four-Wheeler Loan (Edward)

Employee Details

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Employee Name | Employee ID | Loan Type | Loan Amount Requested | Application Date | Approval Status | Interest Rate | Repayment Tenure | Monthly Deduction |
| Jason | EMP1023 | Home Loan | 20,00,000 | 01-03-2025 | Approved | 8.5% per annum | 5 years (60 months) | 41,000 |
| Bella | EMP1024 | Two-Wheeler Loan | 1,50,000 | 02-03-2025 | Approved | 9.0% per annum | 3 years (36 months) | 4,800 |
| Edward | EMP1025 | Four – Wheeler Loan | 35,00,000 | 28-02-2025 | Approved | 7.8% per annum | 10 years (120 months) | 41,200 |

Notes –

* Loan approval terms and repayment schedule have been shared with Jason, Bella, Edward.
* Awaiting signed acceptance form for disbursement.
* Monthly deductions will begin after confirmation.
* For any further details, please contact the Accounts Department.

Prepared by:  
Jacob  
Accounts Department

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

The reporting tools used for generating reports are:

1. **Microsoft Excel** –

Commonly used for structured reports and data analysis, and financial modelling.

**How we use it:**

We can use Excel to organize data in tables, apply formulas for calculations, create pivot tables for summarization, and generate charts/graphs for visualization.

1. **Power BI** –

A business intelligence tool used to create interactive dashboards and visual reports.

**How we use it:**

We can connect Power BI to different data sources (databases, Excel, APIs), apply transformations using Power Query, and build dynamic reports with visual elements like charts, graphs, and KPI indicators.

1. **Tableau** –

Helps create real-time, interactive dashboards and detailed reports.

**How we use it:**

We can connect Tableau to multiple data sources, drag and drop fields to create data visualizations, and use filters, parameters, and calculations to enhance insights.

1. **SQL Reporting Services (SSRS)** –

Generates reports from databases using SQL queries.

**How we use it:**

We write SQL queries to fetch data from a database, use SSRS to format the data into tables, charts, and graphs, and then export or schedule reports for automated delivery.

These tools help in generating loan application reports, financial reports, and various other business reports.