**COEPD – Prep Exam 3 –Part 2/2**

**Question 1:** What is the difference between Brainstorming and JAD Sessions?

**Answer:** Brainstorming and JAD Sessions are illustration techniques.

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| --- | --- |
| Brainstorming | JAD Sessions |
| Used for generating a large number of ideas in a short period. | Used for gathering detailed requirements. |
| Informal, free-flowing/ open ended discussion. | Semi Structured/ Highly structured with a defined agenda. |
| Involves group of Stakeholders with diverse perspectives. | Involves key stakeholders such as business users, system analysts, and developers. |
| |  | | --- | |  |   List of Ideas to explore | Documented system requirements, User Stories & Use cases |

**Question 2:** Why Document Analysis is one of the compulsory technique we use in a Project?

**Answer:**

It is also an elicitation technique:

* Understanding Existing Processes.
  + Helps in analyzing current workflows, policies, and regulations.
  + Identifies gaps or inefficiencies in the current system.
* Extracting Business Requirement.
  + Documents such as reports, contracts, and user manuals contain important business rules.
  + Ensures all stakeholder needs are considered without relying only on interviews or meetings.
* Reducing Errors and Miscommunication.
  + Provides a factual basis for requirements rather than relying on subjective opinions.
  + Ensures consistency in requirements by referring to official records.
* Saves Time and Resources.
  + Avoids redundant discussions by using existing documentation as a reference.
  + Helps teams make informed decisions quickly.
* Compliance and Legal Considerations.
  + Ensures the project follows industry standards and regulatory requirements.
  + Helps mitigate risks related to legal or compliance issues.
* Supporting Other Requirement Gathering Techniques.
  + Complements interviews, JAD sessions, and surveys by providing background information.
  + Helps in validating and cross-checking stakeholder inputs.

**Question 3:** In Which Context we will use Reverse Engineering?

**Answer:** It is one of the elicitation techniques and it 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.

There are 2 categories of reverse engineering -

* Black box - The system or product is studied without examining its internal

structure.

* White box - the inner working of the system or product is studied.

Scenarios where BA’s use Reverse Engineering:

* A BA analyzes existing applications, workflows, and data structures to document system functionality.
* BAs examine existing workflows to identify inefficiencies and automation opportunities.
* Analyzing competitor products, business strategies, or pricing models.
* Helps in defining competitive advantages and formulating business strategies.
* Reverse engineering can help define functional & non-functional requirements for software or process upgrades.
* If stakeholders are unsure about existing system capabilities, a BA can analyze current features and convert them into structured requirements.
* When integrating third-party applications, a BA may analyze APIs, data formats, and system behaviors.

**Question 4:** What is the difference between Brainstorming and Focus Groups?

Answer:

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| --- | --- |
| Brainstorming | Focus Groups |
| Used for generating a large number of ideas in a short period. | Used for gathering feedbacks and insights for improvements. |
| Informal, free-flowing/ open ended discussion. | Semi Structured. |
| Involves group of Stakeholders with diverse perspectives. | Represents sample target audience/ stakeholders. |
| |  | | --- | | List of ideas to explore |  |  | | --- | |  | | Gives detailed feedback, observations & Suggestions. |

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

**Answer:** Observation Technique is also a elicitation technique which 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
* Passive Approach - involves indirect engagement and interaction with participants

**Question 6:** How do you conduct the Requirements Workshop

**Answer:**

**How to Conduct a Requirements Workshop**

A **Requirements Workshop** is a structured meeting where stakeholders, business analysts, and technical teams collaborate to gather, clarify, and document project requirements.

**Steps to Conduct a Successful Requirements Workshop**

**1. Pre-Workshop Preparation**

Define Objectives – Clearly outline what the workshop aims to achieve (e.g., gather business requirements, prioritize features, resolve conflicts).

Identify Stakeholders – Invite key participants:

* Business Owners
* Subject Matter Experts (SMEs)
* IT/Development Teams
* End Users
* Project Managers  
  - Prepare an Agenda – Include key discussion points, timelines, and activities.  
  - Gather Pre-Workshop Inputs – Existing documents, process flows, system demos, or competitive analysis.  
  - Choose a Facilitation Method – Brainstorming, use case modelling, storyboarding, etc.

2. Conducting the Workshop

* Start with Introductions & Objectives – Explain the purpose and expected outcomes.
* Set Ground Rules – Define time limits, encourage active participation, and prevent off-topic discussions.

Elicit Requirements Using Various Techniques:

* Brainstorming – Generate new ideas freely.
* User Stories – Capture requirements from a user’s perspective.
* Use Case Diagrams – Visualize system interactions.
* Prototyping – Show wireframes or mockups.
* SWOT Analysis – Identify Strengths, Weaknesses, Opportunities, and Threats.
* Prioritize Requirements – Use MoSCoW (Must-Have, Should-Have, Could-Have, Won’t-Have) or other prioritization techniques.
* Document Discussions in Real-Time – Capture notes, decisions, and action items.
* Address Conflicts & Clarifications – Ensure alignment between business needs and technical feasibility.

3. Post-Workshop Activities

* Summarize & Validate Findings – Send workshop minutes and requirement documentation to stakeholders for validation.
* Follow Up on Open Questions – Address missing details or conflicts.
* Refine & Finalize Requirements – Convert insights into structured requirement documents, user stories, or process maps.
* Get Sign-Off from Stakeholders – Ensure alignment before proceeding to the next project phase.

Best Practices for a Productive Workshop

* Keep it Focused – Stick to the agenda and avoid distractions.
* Use Visual Aids – Diagrams, mockups, and process flows help clarify complex ideas.
* Engage All Participants – Ensure every stakeholder has a voice.
* Record the Session (if applicable) – Useful for revisiting key discussions.
* Time Management – Allocate enough time but keep discussions concise.

Example Scenario

Project: A retail company wants to develop a new e-commerce website.  
Workshop Goal: Gather and define functional & non-functional requirements.  
Outcome: User stories like:

* “As a customer, I want to filter products by price, so I can find affordable options easily.”
* “As an admin, I want to track order history, so I can manage customer support effectively.”

**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

**Answer:**

**Interview Techniques for a Business Analyst (BA)**

A Business Analyst (BA) conducts interviews as part of the **requirements elicitation** process to gather information from stakeholders, subject matter experts, end-users, and clients. These interviews help BAs understand business needs, identify pain points, and gather functional and non-functional requirements.

Interviews can be conducted in various contexts, including:

* **Requirement Gathering:** To understand business processes, user expectations, and system needs.
* **Stakeholder Analysis:** To identify key stakeholders and their interests in a project.
* **Problem Identification:** To uncover existing business problems and inefficiencies.
* **Solution Validation:** To confirm whether proposed solutions align with stakeholder expectations.
* **Process Improvement:** To identify gaps in current processes and suggest optimizations.

**Types of Interview Approaches**

1. **Structured Interview**
   * The interviewer follows a **predefined set of questions** in a fixed order.
   * Questions are usually **closed-ended**, leading to objective and measurable responses.
   * Ensures consistency across different interviewees.
   * Example: Surveys, customer satisfaction interviews.

**Pros:**

* + Easy to compare responses.
  + Efficient and time-saving.
  + Reduces interviewer bias.

**Cons:**

* + Limited flexibility to explore new insights.
  + Might miss unexpected but useful information.

1. **Unstructured Interview**
   * The interviewer follows a **free-flowing discussion** without a strict question set.
   * Questions are typically **open-ended**, allowing for in-depth exploration.
   * Suitable for exploratory research or gathering deep insights.

**Pros:**

* + Allows discovery of new ideas and perspectives.
  + Engages stakeholders in meaningful discussions.

**Cons:**

* + Difficult to compare responses.
  + Time-consuming and may lead to off-topic discussions.

**Difference Between Open-Ended and Closed-Ended Questions**

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| --- | --- | --- |
| Aspect | Open-Ended Questions | Closed-Ended Questions |
| Definition | Questions that require a detailed response. | Questions that can be answered with a single word or short response. |
| Example | "Can you describe the biggest challenge in your current process?" | "Do you face challenges in your current process? (Yes/No)" |
| Purpose | To explore opinions, thoughts, and detailed explanations. | To gather specific and concise data. |
| Data Collected | Qualitative, descriptive insights. | Quantitative, measurable data. |
| Flexibility | High – allows follow-up questions. | Low – fixed response options. |

Both types of questions are useful in interviews. **Open-ended questions** help explore new ideas, while **closed-ended questions** provide measurable data. A combination of both ensures a balanced and effective interview process.

**Question 8:**

Questionnaire Technique – Where we will use? Give one example

**Answer:**

The **Questionnaire Technique** is used to collect information from a large group of stakeholders in a structured manner. It consists of a set of **predefined questions**, which can be either open-ended, closed-ended, or a mix of both.

Example:

A Business Analyst working on an **e-commerce website upgrade** might create a questionnaire for customers to understand their shopping experience.

**Sample Questions:**

1. **Closed-ended:** "How often do you shop online? (Daily/Weekly/Monthly/Rarely)"
2. **Open-ended:** "What features would you like to see in our online store?"
3. **Rating Scale:** "On a scale of 1 to 5, how satisfied are you with our website's navigation?"

**Question 9:**

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

**Answer:**

It is important step in the requirements management process as it helps to organize, prioritize, categorize requirements for effective analysis and implementation.

It is often done during the requirements elicitation & 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.

**Question 10:**

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

**Answer:**

Prioritizing requirements is a crucial step in the requirements management process as it helps teams to focus on most important requirements of the project.

It is done based on the Business Value, impacts and dependencies.

Most important prioritization techniques are: MoSCoW.

**Question 11:**

Weekly status reporting – How we will drive?

**Answer:**

Weekly status report is a summary of all work or tasks done in a week time and also how these tasks contributed to the completion of the project.

Questions based on the Weekly status report would be like:

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?

**Question 12:**

Meeting Minutes Document – prepare one Sample

**Answer:**

Minutes of Meeting is a formally written document that summarizes the discussions, decisions and actions taken during a meeting.

|  |  |
| --- | --- |
| Meeting Title: |  |
| Date & Time: |  |
| Location: |  |
| Attendees: |  |
| Agenda: |  |
| Discussion Summary: |  |
| Decisions Made: |  |
| Action Items: |  |
| Owner: |  |
| Due Date: |  |
| Agenda Summary: |  |
| Next Meeting | |
| Meeting Title: |  |
| Date & Time: |  |
| Location: |  |
| Expected Attendees: |  |

**Question 13:**

Change Tracker – Document - – prepare one Sample

**Answer:**

A Change Tracker Document is used by the project team members to log and track change requests made throughout the life of a project.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Version No.** | **Document Changes** | **Name** | **Title** | **Signature** | **Approved By** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**Question 14:**

Difference between Traditional Development Model and Agile Development Models

**Answer:**

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| --- | --- | --- |
| **Aspect** | **Waterfall** | **Agile** |
| **Development Approach** | Linear & Sequential | Iterative & Incremental |
| **Flexibility & Adaptability** | Less adaptable and changes are expensive. | Accepts changes throughout the project and very flexible to changes. |
| **Project Planning** | Detailed planning in the beginning of the project itself and changes are discouraged. | Incremental planning accommodates changes regularly. |
| **Delivery** | Entire software is developed and delivered at the end. | Software is developed and delivered in small, functional iterations. |
| **Client involvement** | Limited during the project but more in the start and ending of the project. | Regular client collaboration throughout the development process. |

**Question 15:**

Explain Brainstorming Technique – Where to use?

**Answer:**

Brainstorming is a creative thinking technique used to generate a large number of ideas or solutions for a problem in a short period. It encourages free thinking, spontaneous contributions, and open discussions without criticism. The goal is to explore multiple possibilities before narrowing down the best options.

**Requirements Gathering:**

* Collaborate with stakeholders to define business needs.
* Identify potential system functionalities and features.
* Prioritize requirements based on business value.

**Problem-Solving:**

* Find solutions for business challenges.
* Identify bottlenecks in processes.
* Generate alternative solutions for technical and business problems.

**Process Improvement & Optimization:**

* Analyze existing workflows and find inefficiencies.
* Identify ways to improve business processes using automation or restructuring.
* Develop strategies for cost reduction and performance enhancement.

**Risk Assessment & Mitigation:**

* Identify potential project risks.
* Brainstorm mitigation strategies.
* Develop contingency plans.

**Stakeholder Engagement & Communication:**

* Facilitate workshops to ensure all viewpoints are heard.
* Align stakeholders on business objectives.
* Resolve conflicts and negotiate priorities.

**Innovation & Strategy Development:**

* Identify new business opportunities.
* Develop digital transformation initiatives.
* Brainstorm competitive advantages and market strategies.

**Question 16:**

What reports Accounts Departments will generate (minimum 5 reports)

**Answer:**

Loan Approval report, Loan rejection report, Loan approval terms and conditions, Loan repayment schedule report, Loan offer report

**Question 17:**

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

**Answer:**

Here’s a professional and structured format for the **loan rejection email** from the HR department to an employee:

**Subject:** Notification of Loan Application Status

**Dear [Employee’s Name],**

We appreciate your application for a loan as per our initiative. After a thorough review by the HR and Accounts departments, we regret to inform you that your loan request has been **declined** due to Incomplete documentation.

We understand that this may be disappointing, and we encourage you to review the eligibility criteria before reapplying. If you require further clarification regarding this decision, please feel free to reach out to the HR department

We appreciate your understanding and remain available for any further assistance.

**Best Regards,**  
  
HR Department  
TTS 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?

**Answer:**

Subject: Approval of Your Loan Application

Dear [Employee’s Name],

We are pleased to inform you that your loan application under the Employees Loan Management System has been approved. Below are the details of your loan:

* Loan Amount Approved: 10,00,000
* Repayment Tenure: 05 Years]
* Monthly Deduction: 21,346
* Interest Rate (if applicable): 10.2%
* Start Date of Repayment: 01/04/2024

Attached, you will find the Loan Approval Terms and Conditions along with the Repayment Schedule. Kindly review the documents carefully. If you agree to the terms, please sign the agreement and return a scanned copy to HR & Accounts Email by 14/03/2025.

Once the signed agreement is received, the loan amount will be disbursed, and monthly deductions will be processed automatically from your salary.

If you have any questions or need further clarification, feel free to reach out to the HR department.

Best Regards,  
HR Department  
TTS Company

**Question 19:**

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

**Answer:**

TTS Company

Accounts Department  
Loan Applications Received Report  
Report Date: 12/03/2025

Summary

* Total Loan Applications Received: 5
* Approved Applications: 3
* Rejected Applications: 1
* Pending Applications: 1

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Application No. | Application Received Date | Employee Id of the Applicant | Name of the Employee | Department of the Applicant | Type of Loan | Loan Amount | Status |
| TTSCL03001 | 03/03/2025 | TTS1915 | Arnav | IT | Car Loan | 15,00,000 | Approved |
| TTSHL03009 | 04/03/2025 | TTS1980 | Karan | Finance | Home Loan | 20,00,000 | Pending |
| TTSCL03002 | 04/03/2025 | TTS1820 | Balu | HR | Car Loan | 10,00,000 | Approved |
| TTSPL030020 | 05/03/2025 | TTS2150 | Vaishnav | HR | Personal Loan | 20,00,000 | Rejected |
| TTSHL030010 | 05/03/2025 | TTS1750 | Amit | Finance | Home Loan | 8,00,000 | Approved |

**Question 20:**

Which reporting Tools we will use for generating reports.

**Answer:**

* Power BI – For interactive dashboards and visual reports.
* Tableau – Ideal for data visualization and analysis.
* SAP Crystal Reports – Great for detailed financial and operational reporting.

**https://www.youtube.com/watch?v=g9j5SsZSo2c&t=829s**