1. **Difference between Brainstorming and JAD Sessions**

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| **Features** | **Brainstorming** | **JAD Session** |
| **Purpose** | Brainstorming is used to generate creative ideas, solutions or concepts for a specific problem or project | JAD session are used to gather requirements, define project scope and streamline communication among stakeholders especially in software development |
| **Process** | Participants freely share their thoughts and ideas without immediate evaluation or criticism. The focus is on quantity and diversity of ideas | Facilitated by a leader, JAD sessions involve structured discussions and activities to extract detailed requirement and specification. |
| **Setting** | It often takes place in an informal setting, encouraging open and imaginative thinking | They are organized workshops that include stakeholders, end- users and development team in a focused environment |
| **Outcome** | The result is a collection of varied ideas that can be further refined , evaluated and developed into potential solutions | The outcome is a documented and refined set of project requirements that serve as a foundation for development. |
| **Applicability** | Brainstorming is used in creative processes, problem-solving and idea generation across various domains | JAD sessions are commonly used in software development projects to ensure clear understanding and alignment of project goals |

1. **Document Analysis**

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

* 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.
* Requirement clarification - Ensure a clear understanding of project goal to prevent miscommunication.
* Risk management- Identify potential challenges and develop strategies to mitigate them.
* Legal and regulatory compliance - many projects need to adhere to legal and regulatory standards. Analyzing relevant documents helps ensure that the project align with these requirements, avoiding legal issues and potential penalties.
* Historical context - Learn from past projects success and challenges.
* Stakeholder alignment - project involve multiple stakeholders with varying interests and perspectives. Analyzing documents related to stakeholder preferences, concerns and expectations helps in aligning everyone’s goal.
* Scope Definition- clearly outline project scope to manage expectations.
* Communication strategy - use documents for effective intra-team and inter-team communication.
* Change management - evaluates impacts of changes to make informed decisions.
* Decision making
* Quality assurance
1. **In Which Context we will use Reverse Engineering**

Reverse engineering is a process in which a product, system or component is analyzed 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 analyze existing systems, products or technologies. Here are two common contexts where reverse engineering is employed.

1. **Software Development and maintenance -** Reverse engineering is often used in software development to understand and analyze existing software systems, especially when the original source code is unavailable or poorly documented. It can be used to enhance or modify software or identify security vulnerabilities.
2. **Product analysis and competitor research -** Reverse engineering helps businesses understand their own products by dissecting them, revealing design, functionality and areas of improvement. It aids in troubleshooting, replication, customization, upgrades and documentation. Reverse engineering competitor product provide insights into their features, functionalities and market positioning. This informs benchmarking, innovation, differentiation and strategic decision making.
3. **Difference between Brainstorming and Focus Groups**

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| **Brainstorming** | **Focus Group** |
| Brainstorming Focus Groups 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. |

1. **Observation Technique**

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/noticeable:** 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/ unnoticeable: 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.
1. **How do you conduct the Requirements Workshop**

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 user’s 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.

1. **In which context, Interview Technique can be conducted by a BA? How may approaches are there in conducting Interviews?**

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

It involves direct communication with the individuals or a group of people who are part of an initiative; there are two basic types of interview. They are

* **Structured Interview-** in which the interviewer has the predefined set of questions. It is a structured way of interview.
* **Unstructured Interview-** in which the interviewer does not have the predetermined set of questions ad it may vary based on the stakeholder response and interactions.
* **Open Ended Questioned-** Open- ended questions are those that provide respondents with a question prompts and provides them a space in which to construct their own response.
* **Close Ended questions-** Often the answer is a single word (e.g. Yes or No) or less common a short phrase. You are not looking for an explanation or an elaboration to the question in the answer given to the question.
1. **Questionnaire Technique**

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 quantative 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

1. 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

1. Who did you purchase these product for?

Self

Family member

Friends

Colleague

On behalf of a business

Other

1. **How to Sort the Requirements**

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.

1. 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.

1. 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.

1. **Prioritise the Requirements**

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

Most req. are interdepend and you will hardly find any req. that exists independent. To understand why we need a dependency map.

Let us take a scenario where you have 8 req. X,Y,Z,P,Q,R,M,O and N with priorities on a 5 –level scale where 1 is the most critical and 5 least critical, as 1,2,1,4,5,1,2,2,3. So, with these priorities it would be logical to begin with req. X,Z and R.2. MoSCoW- The 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.

* **Must have-** These are the features that must be included before the product can be launched.
* **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.
* **Could haves** are features that are nice to have and could potentially by included without incurring too much effort or cost
* **Won’t have**- are features that have been requested but are explicitly excluded from scope for the planned during and may be included in a future phase of development.

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.

1. **Weekly status reporting – How we will drive**

A weekly status report, also known as a weekly check-in. is a communication tool that project managers use to keep tabs on their employee’s work experiences. While a team lead can do a weekly status reporting person, it’s easier to do it online. A weekly status report is a complete overview of your week at work, covering projects you’ve completed, ones that are still in progress and coming plans for future. A weekly report is a review of your workweek and provides a summary of what you competed, what project are in projects are in progress and plans that outline your workflow for the next week. Typically, weekly reports are brief and concise and only one page long. Most professionals send weekly reports on Friday afternoons to establish consistent communication with team members and supervisors. Additionally, a weekly report can benefit both you and your employer by providing insight onto important aspects of the work you complete.

Project Management Weekly Status Report Template

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| **Completed Items** |
| **Project** | **Task** | **Team Members** | **Estimation** | **Notes** |
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|   |   |   |   |   |
| **In Progress** |
| **Project** | **Task** | **Team Members** | **Estimation** | **Notes** |
|   |   |   |   |   |
|   |   |   |   |   |
| **Assigned but not started** |
| **Project** | **Task** | **Team Members** | **Estimation** | **Notes** |
|   |   |   |   |   |
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1. **Meeting Minutes Document**

Minutes are to create an official record of action 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.

Meeting Agenda

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| --- | --- | --- | --- |
| Meeting/Project Name | Sprint Review Meeting |   |   |
| Date of Meeting: (DD/MM/YYYY) | 20.02.2025 | Time | 10:30 AM |
| Meeting Facilitator | Business Analyst | Location | Bangalore |

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

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| **B. Attendees** |
| Name | Department/Division | E-mail | Phone |
| ABC | Development Team | xxxxxxxxx@gmail.com | xxxxxxxxxx |
| XYZ | Technical Team | xxxxxxxxx@gmail.com | xxxxxxxxxx |
| Vishnu | Business Analyst  | xxxxxxxxx@gmail.com | xxxxxxxxxx |

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| **C. Meeting Agenda** |
| Topic | Owner | Time |
| Discussion about the actions and sprints  | Development Team |   |
| Decision on WIP items | Development Team |   |

1. **Change Tracker – Document**

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
1. **Difference between Traditional Development Model and Agile Development Models**

Traditional Development Model

* Used to develop Simple Software
* In this testing is done once the development phase is totally completed
* It provides less security
* It provides less functionality in the software
* It supports fixed development model
* Development cost is less
* It consist of five phases
* Expectation is favoured in traditional model
* Product delivered at the end of project
* It is rigid to accept the change
* Models based on traditional software development- spiral, waterfall, V model, incremental model.

Traditional Project Management:

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, all the project phases are complete is sequential order. This rigid, top-down approach contains some fixed stages, such as plan, design, build, testing, user acceptance, deployment, release, etc. Unlike agile, traditional project management plan everything beforehand and not empirically. In this approach, requirements are fixed and budget and time get agreed on earlier. For this reason, teams often face budget and timeline problems with this approach. You can’t use traditional project management to develop complex product, as this approach leaves no room for changing the requirements. However, studies suggested that the waterfall or traditional approach’s failure rate is nearly 21% while the agile failure rate is 8%.

Agile model

* It is used to develop complicated software
* In this testing and development process are performed concurrently
* It provides less high security
* It provides all functionality needed by the users
* It is used by professionals
* It supports changeable development model
* Development cost is higher
* It consist only three phases
* Adaptability is favoured in the agile methodology
* Product delivered frequently within couple of weeks to couple of months
* Change accepted even in late development stage
* Model based on agile development- Scrum, XP, Crystal, Dynamic system development method(DSDM), feature driven development(FDD), Adaptive software development(ASD)

Agile Project Management:

In agile project management, project is time-boxed in short iterations. The iteration lasts for maximum of a calendar month. And after each iteration, you’ll get a new releasable product increment. Agile project management focuses more on implementing the client’s feedback and reviewing the product periodically. Customer collaboration is a vital factor I agile. It doesn’t follow a plan blindly and responses to Changes quickly.

Today, agile methodology comes with different methods and frameworks for project management. For example, Scrum, Kanban, LeSS, SAFe, and Scrumban are great examples of popular agile project management methods. These methods are perfect choices for preventing time consumption, increasing customer satisfaction, and encouraging decision-making at every product development step. Initially, agile project management was considered fir the software development industry and, in recent times, successfully implemented in other sectors like architecture, financial services, marketing, etc.

1. **Explain Brainstorming Technique**

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.

* 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.
* 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.
* 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.
* 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.

We can use brainstorming throughout any design or work process, of course, to generate idea 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 our project.

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

1. Prepare for brainstorming: start a clear and concise objective for the session, Generate as many ideas as possible and don’t limit the creative ideas instead limit the time for session. Decide who all are going to include in session and their role like participant or facilitator.
2. Conduct brainstorming session: Share new ideas without any discussion, criticism or evaluation. Record or note down all ideas.
3. Wrap up the brainstorming: once the time limit is reached create a list of ideas and eliminate the duplicates. Rate the ideas and prioritize the ideas using voting and distribute the final list of ideas
4. What reports Accounts Departments will generate
5. What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is rejected?
6. What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is approved?
7. Design a sample report
8. Which reporting Tools we will use for generating reports