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

**Answer-** Brainstorming and JAD sessions are one of the elicitation techniques which the BA will use. Following are the below mentioned differences between Brainstorming and JAD sessions-

|  |  |  |
| --- | --- | --- |
| **Aspect** | **Brainstorming** | **JAD Sessions** |
| **Purpose/Goal** | Used to generate a large number of ideas without critique. | Used to gather and refine the project requirements. |
| **Structure** | Less structured than JAD sessions. | Formal, structured with a clear agenda. |
| **Process** | Free-flowing, spontaneous idea generation. | Collaborative process with defined steps to reach consensus. |
| **Participants** | can include participants from different backgrounds, disciplines, or perspectives | Key stakeholders (users, IT, Development team, Business Analysts, PM etc.). |
| **Facilitation** | Informal facilitation or self-guided. | Professional facilitator ensures focus and productivity. |
| **Outcome** | Helps generate new ideas. | Clear requirements, project goals, or decisions. |
| **Duration** | Typically short (30 mins to 1 hour). | Longer, often several hours or multiple sessions (few hours to weeks). |
| **Frequency** | Often a one-time session, though can be repeated. | Multiple sessions may be held as needed. |
| **Documentation** | Informal, typically a list of ideas. | Formal, such as requirements documents or specifications. |
| **Use Case** | Early-stage ideation, problem exploration. | Requirements gathering, system specification, project scoping. |

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

**Answer-**

Document analysis is a technique used to gather requirements during the requirement elicitation phase of a project. It is used to review existing documentation to gain information about a business process or system.

It involves reviewing and analyzing various forms of documentation to gather information about a business problem, system functionality, processes, policies, or regulatory requirements. These documents can include anything from business plans, process flow diagrams, contracts, manuals, and system documentation to reports or prior project documentation.

### Purpose of Document Analysis:

1. **Gathering Background Information**: By reviewing existing documents, the business analyst can gain a comprehensive understanding of the current business processes, systems, and any challenges the organization might face.
2. **Identifying Requirements**: Documents often contain implicit or explicit requirements, objectives, or constraints that help shape new solutions.
3. **Understanding the Context**: Documents provide historical context or previous attempts to address a particular issue or business need.
4. **Validating Requirements**: Comparing the documented requirements against the organization's goals ensures that the right problems are being solved.

### Benefits of Document Analysis:

* **Efficiency**: It can save time by leveraging existing information rather than having to conduct extensive interviews or gather data from scratch.
* **Insightful Context**: Documents often reflect real-world usage or historical information that might not be captured through interviews alone.
* **Consistency**: Helps ensure that the requirements are aligned with established standards, regulations, or organizational practices.
* **Comprehensive Understanding**: By reviewing multiple documents, business analysts can develop a more thorough understanding of the business environment, processes, and systems.

Overall, document analysis is a compulsory technique in project management because it provides valuable insights, establishes a baseline, serves as a reference for decision-making, helps identify gaps and inconsistencies, and ensures compliance with relevant requirements. It is a critical step in understanding the project context, setting the right direction, and facilitating effective project execution. Hence Document analysis is one of the compulsory techniques used in a project.

**Q3. In Which Context will we use Reverse Engineering?**

**Answer-**

Reverse engineering is an elicitation technique that involves examining a solution to understand how it works. It can be used in a variety of contexts to extract knowledge and information from existing systems or products.

Below mentioned are the context I which we use Reverse Engineering-

1. **Analyzing software-**

Reverse engineering can be used to understand how software processes business rules, sources data, and makes decisions. This can be helpful when software documentation is out of date, or when business users aren't aware of the business rules being enforced.

1. **Developing similar products**

Reverse engineering can be used to analyze a competitor's product or existing technology, and then use that information to develop a similar or compatible product.

1. **Improving products**

Companies can use reverse engineering to analyze and improve their own products, or update older ones

1. **Accelerating product development**

Reverse engineering can speed up the product development process by speeding up the creation and optimization of prototypes.

1. **Re-engineering or Improving Solutions**

If the goal is to improve an existing solution (e.g., a software application, business process, or organizational workflow), reverse engineering can help break down the current state into its individual components, so that the BA can propose more efficient or optimized processes, better user experiences, or improved system design.

**Q4. What is the difference between Brainstorming and Focus Groups?**

**Answer-**

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| --- | --- | --- |
| **Subject** | **Brainstorming** | **Focus Group** |
| Definition | A group activity that aims to generate many ideas quickly and encourage creative thinking. | A group of prequalified people who provide information about a product, service, or result. |
| Purpose | The goal is to find solutions to a problem by discussing, merging, and refining ideas. | The purpose is to gain insight into the experiences and perspectives of stakeholders, such as customers or employees. |
| Participants | Brainstorming is usually done with a project team | Focus groups are usually done with outsiders who are most likely to use the product.  |
| Knowledge Required | Brainstorming doesn't require knowledge of the topic. | Focus Group require knowledge of the topic. |
| When Used | Brainstorming is used to produce ideas and increase creativity | Focus groups are used to gain insight into how the market will respond to solutions. |
| Structure | Relatively unstructured, with ideas freely shared without a specific agenda. | Follow a structured format, driven by a set of pre-determined questions or discussion points. |

**Q5. Observation Technique – Explain both Active and Passive approaches.**

**Answer-**

**Observation technique** is one of the requirement elicitation technique which is used by the business analyst to gather, analyze and define the needs of the stakeholder for a proposed solution.

It involves watching how people work to gain insights into their processes and identify potential problems.

There are two main approaches to observation: active and passive.

**Active Observation:**

* Purpose: In active observation, researchers intentionally engage with the subjects being observed, participating in their activities or conversations.
* Interaction: The observer interacts directly with the subjects, asking questions, probing further, or seeking clarification to gain a deeper understanding.
* Note-taking: Observers take detailed notes during or immediately after the observation to capture specific behaviors, actions, and relevant details.
* Flexibility: Active observation allows for flexibility and adaptability, as the observer can shift focus based on emerging patterns or unexpected findings.
* Probing and Interviewing: Observer may conduct interviews or engage in discussions with the subjects to gain additional insights or validate their observations.
* Eg: A business analyst works alongside a cashier to understand the steps involved in processing payments.

**Passive Observation:**

* Purpose: In passive observation, researchers observe subjects without actively participating or interacting with them.
* Non-intrusiveness: The observer maintains a non-intrusive presence, ensuring that their presence does not influence or disrupt the natural behaviors or events being observed.
* Recording: Researchers often use recording devices like video cameras or audio recorders to capture the observations for later analysis.
* Minimal Interference: The goal is to minimize any potential bias or influence from the observer, allowing for more natural and authentic behaviors to emerge.
* Analysis later: After the observation, researcher analyses the recorded data, reviewing the observations in detail and extracting relevant information.

**Eg:** Video recording of customer behavior in a store, tracking user interactions on a website.

Both active and passive observation approaches have their strengths and uses. Active observation enables deeper engagement, direct interaction, and real-time understanding, while passive observation allows for unobtrusive data collection and a focus on natural behaviors. The choice between active and passive observation depends on the research objectives, context, and the level of involvement required to gather meaningful data.

**Q6. How do you conduct the Requirements Workshop?**

**Answer-**

As a Business Analyst (BA), I would conduct the Requirements Workshop by following the below mentioned steps-

1. **Plan and Prepare:**
	* Clearly define the objectives and scope of the workshop based on the project requirements.
	* Identify the stakeholders who need to be involved in the workshop.
	* Determine the workshop duration, considering the complexity of the project and the number of topics to be covered.
	* Gather any relevant pre-workshop materials, such as existing documentation or user feedback, to provide context to the participants.
2. **Identify Participants:**
	* Identify key stakeholders and subject matter experts who possess valuable insights and knowledge related to the project.
	* Include representatives from different roles and departments to ensure a holistic understanding of the requirements.
	* Send invitations to the identified participants, clearly stating the purpose, agenda, and expected outcomes of the workshop.
3. **Create an Agenda:**
	* Develop a detailed agenda that outlines the topics to be covered, activities, and time allocated for each item.
	* Sequence the agenda items logically, ensuring a smooth flow and addressing the most critical requirements first.
	* Include interactive exercises, brainstorming sessions, and discussions to encourage active participation and collaboration.
	* Allocate time for breaks to allow participants to refresh and recharge during longer workshops.
4. **Establish Workshop Environment:**
	* Set up a conducive workshop environment that encourages open communication and collaboration.
	* Arrange the seating in a way that promotes interaction and engagement among participants.
	* Ensure necessary equipment, such as projectors, whiteboards, or sticky notes, are available for visual aids and interactive exercises.
	* Display the agenda and workshop objectives prominently to keep everyone focused and aligned.
5. **Facilitate the Workshop:**
	* Start the workshop by clearly communicating the objectives, agenda, and expected outcomes to participants.
	* Facilitate discussions by actively listening, asking probing questions, and encouraging participants to express their ideas and perspectives.
	* Use visual aids, diagrams, or prototypes to illustrate concepts and promote better understanding.
	* Capture key information, decisions, and requirements discussed during the workshop in real-time using note-taking techniques or collaboration tools.
6. **Validate and Prioritize Requirements:**
	* Engage participants in reviewing and validating the requirements captured during the workshop.
	* Seek consensus on the understanding and interpretation of requirements to ensure alignment among stakeholders.
	* Prioritize the requirements based on their importance, impact, and feasibility to guide further project planning and development.
7. **Document and Share Workshop Outputs:**
	* Consolidate the workshop outputs, including documented requirements, decisions made, and any identified risks or constraints.
	* Review the documented outputs for accuracy and clarity, making necessary refinements or additions if required.
	* Share the workshop outputs with stakeholders, including participants who attended the workshop, for review and feedback.
	* Incorporate the validated requirements into the project documentation and communicate any changes or updates to the relevant project team members.

By following the mentioned approach, I would ensure a well-structured and collaborative requirements workshop that gathers accurate requirements, fosters stakeholder engagement, and establishes a solid foundation for successful project execution.

**Q7. In which context, Interview Technique can be conducted by a BA ? How many approaches are there in conducting Interviews? (Structured – Unstructured) Explain them. Explain the difference between Open Ended Questions and Closed ended Questions**

**Answer-**

Interview is one of the main elicitation techniques used by business analysts. Sometimes, the business analyst may use the elicitation technique Interview to elicit information from a person (or a group of people) in an informal or formal setting by asking questions and documenting the responses.

Business analysts can use interviews in a variety of contexts, including:

* **Requirements Elicitation:** Interviews are conducted with stakeholders and users to gather their requirements, needs, and expectations for a project or system. These interviews help in understanding their perspectives, business processes, pain points, and desired outcomes.
* **User Research**: Interviews with end-users or customers are conducted to gain insights into their behaviors, preferences, and challenges. User research interviews help in understanding user needs, identifying usability issues, and improving the user experience.
* **Stakeholder Analysis:** Interviews are conducted with key stakeholders to identify their roles, responsibilities, interests, and influence in the project. These interviews help in understanding stakeholder expectations, managing their requirements, and ensuring stakeholder alignment.
* **Process Analysis:** Interviews with process owners or subject matter experts are conducted to analyze existing business processes, identify bottlenecks, and gather information for process improvement initiatives.
* **Issue Investigation:** Interviews can be conducted when investigating issues or incidents within a project or system. Interviews help in understanding the root causes, gathering details, and exploring potential solutions.

There are two main approaches to conducting interviews:

1. **Structured Interviews-**
* Structured interviews follow a predefined set of questions or a script. The questions are standardized and asked in the same order for consistency.
* The interviewer asks the questions as planned, allowing minimal deviation from the script. The focus is on gathering specific information and maintaining consistency across interviews.
* Structured interviews ensure uniformity, facilitate data comparison, and allow for quantitative analysis of responses.
* They may limit flexibility and may not capture nuanced or unexpected insights. Participants may feel constrained by the predetermined questions.
1. **Unstructured Interviews:**
* Unstructured interviews are more open-ended and conversational. The questions are not pre-determined, allowing for flexibility and exploration of various topics.
* The interviewer engages in a free-flowing conversation, adapting questions based on participant responses. This approach allows for in-depth exploration and uncovering unexpected insights.
* Encourage participants to express themselves freely, leading to richer qualitative data and the discovery of valuable insights.
* Can be time-consuming and may result in less standardized data. Analysis and comparison of responses may be more challenging.

**Open-ended Questions Vs Close-ended Questions:**

|  |  |  |
| --- | --- | --- |
| **S.No** | **Open Ended Questions** | **Close Ended Questions** |
| 1. | Open-ended questions are designed to elicit detailed and descriptive responses from the interviewee. | Closed-ended questions are designed to elicit specific and concise responses from the interviewee. |
| 2. | These questions allow the interviewee to provide their own thoughts, opinions, and explanations. | These questions usually have predetermined answer options or require a simple "yes" or "no" response. |
| 3. | Provide in-depth insights and understanding. | Provide concise and easily quantifiable data. |
| 4. | Offer flexibility in responses, allowing interviewees to provide unique and diverse answers. | Offer less flexibility in responses due to limited answer options. |
| 5. | Enable exploration of different aspects of a topic or issue. | Guide interviewees toward specific choices or responses. |
| 6. | Provide qualitative data that requires thorough analysis. | Provide quantitative or easily categorized data. |
| 7. | **Examples:** "What are your thoughts on the new product design?" or "How would you improve the customer experience?" | **Examples:** "Did you attend the training session?" or "On a scale of 1 to 5, how satisfied are you with the service?" |

**Q8. Questionnaire Technique – Where we will use? Give one example**

**Answer-**

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.

The **Questionnaire Technique** is used in projects when information needs to be collected from a large group of people in a cost-effective and efficient manner. It is particularly useful in the below mentioned contexts:

1. **Gathering Requirements Across Large Stakeholder Groups**:
When stakeholders are dispersed geographically, and interviews or workshops are not feasible.
2. **Obtaining Quantitative and Qualitative Data**:
To collect measurable data or subjective feedback on specific topics (e.g., satisfaction with a current system or desired features in a new system).
3. **Validating Requirements: To** confirm or prioritize previously gathered requirements by seeking feedback from a broader audience.
4. **Exploring Trends or Market Insights**: When understanding customer preferences, trends, or opinions is critical to project success.

**Advantages of the Questionnaire Technique**

1. **Scalability**: Allows data collection from a large audience efficiently.
2. **Standardization**: Ensures uniformity in questions, making responses easier to compare.
3. **Cost-Effective**: Minimizes the need for in-person meetings or interviews.

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

**Answer-**

As a **Business Analyst (BA)**, sorting and prioritizing requirements is a critical step in ensuring that the project delivers value to stakeholders and aligns with business goals. Once requirements are gathered, they must be organized, categorized, and ranked based on their importance and impact on the project. Sorting requirements helps the team focus on the most critical needs and avoid scope creep.

### **Steps to Sort Requirements-**

1. **Categorization**:
Start by categorizing the requirements into logical groups, such as:
	* **Functional Requirements**: What the system must do (e.g., user authentication, data processing).
	* **Non-Functional Requirements**: How the system performs (e.g., security, performance, scalability).
	* **Business Requirements**: High-level objectives the system must achieve (e.g., increase revenue, improve customer satisfaction).
	* **Technical Requirements**: Constraints or technologies the system must adhere to (e.g., integration with existing systems, compliance with security standards).
2. **Prioritization**:
Prioritize the requirements to determine which are most important. Various methods can be used, including:

### ****MoSCoW****

* This technique categorizes requirements into four groups: **Must-have**, **Should-have**, **Could-have**, and **Won’t-have**.
**Use Case**: Used to prioritize requirements in Agile or iterative projects.
**Key Benefit**: Helps stakeholders focus on the most critical requirements first.

### ****100-Dollar Test****

### Stakeholders are given $100 to allocate across various requirements. They assign values based on importance, with the highest-funded requirements getting priority.****Use Case****: Used to understand stakeholder preferences and make trade-offs.****Key Benefit****: Simple and effective for gathering consensus.

### ****CUCV (Criticality, Urgency, Cost, Value)****

* Each requirement is evaluated based on four criteria: **Criticality**, **Urgency**, **Cost**, and **Value**. The total score determines the priority.
**Use Case**: Ideal for projects where both business value and feasibility need to be assessed.
**Key Benefit**: Provides a balanced view of importance and feasibility.

### ****FURPS (Functionality, Usability, Reliability, Performance, Supportability)****

* Requirements are categorized and prioritized based on five factors: **Functionality**, **Usability**, **Reliability**, **Performance**, and **Supportability**.
**Use Case**: Best for technical or software projects requiring attention to both functional and quality attributes.
**Key Benefit**: Ensures a comprehensive view of system requirements.

### ****SMART (Specific, Measurable, Achievable, Relevant, Time-bound)****

* Requirements are evaluated to ensure they are **Specific**, **Measurable**, **Achievable**, **Relevant**, and **Time-bound**.
**Use Case**: Ensures that goals are clear, actionable, and aligned with project objectives.
**Key Benefit**: Helps define clear, actionable, and measurable requirements.
* **Stakeholder Input**:
Involve stakeholders in the prioritization process to ensure their views are considered. This helps ensure that the most critical requirements for the business are given priority.
* **Use of Tools**:
Tools like **JIRA**, **Microsoft Excel** etc can be used to manage and track requirements, making it easier to sort, update, and communicate them with the project team.

### ****Where to Use Requirement Sorting?****

### Sorting requirements is used in several stages of a project, including:

* **Project Initiation**: To determine which requirements are essential for the project's success.
* **Product Backlog Creation**: In Agile projects, requirements (user stories) are sorted and prioritized in the product backlog.
* **Release Planning**: To ensure that the most critical features are delivered first in iterative development cycles.
* **Stakeholder Alignment**: To help manage expectations and ensure stakeholders agree on what’s most important.

### **Example of Sorting Requirements-**

**Scenario**: Suppose I am working on a **Customer Relationship Management (CRM)** system for a client. The client has a list of requirements, and as a BA, I need to sort them.

* **Step 1 – Categorize**:
	+ **Functional Requirements**:
		- Contact Management
		- Lead Tracking
		- Reporting & Analytics
	+ **Non-Functional Requirements**:
		- System Performance (Response Time < 2 seconds)
		- Data Security (Encryption for all user data)
	+ **Business Requirements**:
		- Improve customer engagement by 20%
		- Increase sales conversions by 15%
	+ **Technical Requirements**:
		- Integration with the company’s ERP system
		- Compatible with mobile devices
* **Step 2 – Prioritize**:
Using the **MoSCoW Method**:
	+ **Must-Have**: Contact Management, Lead Tracking, System Performance, Data Security
	+ **Should-Have**: Reporting & Analytics, Mobile Compatibility
	+ **Could-Have**: Integration with ERP system
	+ **Won't-Have**: Certain advanced features like AI-based lead scoring (out of scope for current phase)
* **Step 3 – Communicate**:
I present the prioritized list to the stakeholders, ensuring that the **Must-Have** requirements are clear and will be implemented in the first phase, while the **Should-Have** and **Could-Have** features will be considered in future phases.

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

**Answer-**

Prioritizing requirements is a crucial step in the requirements management process. It involves determining the relative importance and urgency of each requirement to guide decision-making, resource allocation, and project planning.

### Use of Requirement Prioritization:

1. **Project Planning**: To ensure that the most important requirements are addressed early and that lower-priority features are scheduled for later or removed if necessary.
2. **Agile Development**: In Agile methodologies (e.g., Scrum), requirements (user stories) are continuously prioritized in the **Product Backlog** to focus on delivering the highest value in each sprint.
3. **Stakeholder Alignment**: Helps align stakeholder expectations, especially when there are competing demands and limited resources.
4. **Resource Management**: Ensures the project focuses resources on the most valuable requirements first, minimizing wasted effort

### Example:

A Business Analyst is working on a Customer Relationship Management (CRM**)** system for a retail business. The stakeholders have provided a long list of features, such as:

* Contact Management
* Lead Tracking
* Customer Segmentation
* Reporting & Analytics
* Mobile App Access
* Integration with Marketing Tools

**Prioritization**:

Using the **MoSCoW** method (Must-have, Should-have, Could-have, Won’t-have), the BA categorizes the requirements:

* **Must-have**: Contact Management, Lead Tracking (Critical for sales operations)
* **Should-have**: Reporting & Analytics, Integration with Marketing Tools (High impact on decision-making)
* **Could-have**: Mobile App Access (Beneficial, but not essential for initial rollout)
* **Won’t-have**: Customer Segmentation (Will be included in a future release)

### Outcome:

The team focuses first on implementing the **Must-have** features to ensure the CRM supports basic business functions. The **Should-have** features will follow once the essential functionalities are in place, ensuring the system adds value early and stakeholders are satisfied.

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

**Answer-**

**Weekly status reporting** is an essential part of project management, helping **Business Analysts (BA)** and project teams track progress, identify issues, and ensure alignment with project goals. The primary objective of a weekly status report is to provide stakeholders with an update on the project's health, progress, risks, and upcoming tasks.

### **Steps to Drive Weekly Status Reporting:**

1. **Define Key Metrics and Updates**:
	* **Progress on Deliverables**: Highlight the tasks completed during the week (e.g., requirements gathering, testing, etc.).
	* **Milestone Tracking**: Indicate whether project milestones were met or if there were any delays.
	* **Risks and Issues**: Address any issues or risks encountered during the week, along with mitigation strategies.
	* **Next Steps/Action Items**: Outline the focus for the upcoming week, including key activities or meetings.
2. **Use a Standardized Template**:
	* Develop a consistent report template to streamline communication. A typical weekly status report template includes:
		+ **Project Overview**: Brief summary of the project’s objective and current status.
		+ **Accomplishments**: What has been achieved since the last report?
		+ **Ongoing Tasks**: What’s currently in progress and its status?
		+ **Risks/Issues**: Problems or challenges encountered and mitigation plans.
		+ **Upcoming Tasks**: The focus for the next week.
		+ **KPIs or Metrics**: Any specific key performance indicators, such as completion percentage or budget tracking.
3. **Include Stakeholder Feedback**:
	* During the weekly update, engage stakeholders by soliciting their input or feedback. This can highlight gaps or changes needed early.
	* Share any **decisions** made, **questions raised**, or **dependencies** identified with the team or stakeholders.
4. **Be Concise and Clear**:
	* The status report should be brief yet informative. Use bullet points and visuals (e.g., graphs or Gantt charts) to make the report easy to digest.
	* Focus on actionable updates, rather than excessive details.
5. **Distribute and Follow Up**:
	* Share the status report with all relevant stakeholders, including project managers, team members, and clients.
	* Ensure that the report is distributed in advance of any regular meetings to allow time for review. Follow up on critical action items and pending decisions.

**Q12. Meeting Minutes Document – prepare one Sample**

**Answer-**

* 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.

|  |  |
| --- | --- |
| **Category** | **Details** |
| **Date/Time/Location** | **Date**: January 08, 2025 |
| **Time**: 10:00 AM - 11:00 AM |
| **Location**: Virtual (Zoom) |
| **Attendees/Absentees** | **Attendees**: ABC (PM), XYZ (Dev Lead), Akanksha (BA) |
| **Absentees**: DEF (Stakeholder) |
| **Agenda Item** | 1. Progress Update on CRM Features |
| 2. Risk Discussion: Data Delay |
| 3. Integration Challenges |
| 4. Upcoming Milestone - Requirement Review |
| **Discussion Points** | 1. Progress Update on CRM Features: Lead Tracking & Contact Management requirements completed |
| 2. Data delay from business team impacting Sales Reporting module. |
| **Decisions Made** | 1. CRM features are on track, no delays. |
| 2. Escalate data request for Sales Reporting. |
| 3. Integration with Marketing Tools to be addressed with a separate meeting. |
| **Action Items** | 1. Review Lead Tracking requirements with stakeholders. |
| 2. Send escalation email for data delivery. |
| 3. Set up integration meeting with Marketing team. |
| **Responsible** | 1. Akanksha (BA) |
| 2. ABC (PM) |
| 3. XYZ (Dev Lead) |
| **Due Date** | 1. Jan 20, 2025 |
| 2. Jan 26, 2025 |
| 3. Jan 30, 2025 |
| **Next Meeting** | **Date**: January 31, 2025 |
| **Time**: 10:00 AM - 11:00 AM |
| **Location**: Virtual (Zoom) |

**Q13. Change Tracker – Document - – prepare one Sample**

**Answer-**

A **Change Tracker Document** is used to track and manage changes in a project. It helps ensure that all modifications to scope, requirements, or project deliverables are documented, reviewed, and approved.

### **How the Change Tracker Helps:**

* **Documentation**: Tracks and organizes change requests throughout the project lifecycle.
* **Transparency**: Keeps stakeholders informed about what changes are happening and why.
* **Impact Assessment**: Provides insight into how changes affect scope, timeline, and resources.
* **Approval Process**: Ensures changes are reviewed and approved by the appropriate stakeholders.
* **Accountability**: Assigns action items to responsible individuals and tracks progress.

Below is a **sample Change Tracker** with key details:

| **Date** | **Version Number** | **Document Changes** | **Name** | **Title** | **Signature** | **Approved By** |
| --- | --- | --- | --- | --- | --- | --- |
| Jan 08, 2025 | 1.0 | Initial document creation and versioning. | Akanksha | Business Analyst | [Signature] | ABC(PM) |
| Jan 08, 2025 | 1.1 | Updated with **Customer Segmentation** change request. |  XYZ | Dev Lead | [Signature] | DEF(Stakeholder) |
| Jan 09, 2025 | 1.2 | Added **delay in data from business team** affecting reporting module. | ABC | Project Manager | [Signature] | Akanksha (BA) |
| Jan 10, 2025 | 1.3 | Removed **Mobile App Access** from current project phase. | DEF | Stakeholder | [Signature] | ABC (PM) |

# **Q14. Difference between Traditional Development Model and Agile Development Models**

Answer-

The **Waterfall model** is structured and sequential, suitable for projects with fixed requirements and clear deliverables, but it lacks flexibility for change.

The **Agile model**, on the other hand, is iterative and flexible, focused on customer collaboration and continuous delivery, making it more adaptable to evolving project needs and feedback.

|  |  |  |
| --- | --- | --- |
| **Aspect** | **Traditional Development Model (Waterfall)** | **Agile Development Model** |
| **Approach** | Linear and sequential. Project phases are completed one after another. | Iterative and incremental. Project is broken down into smaller iterations or sprints. |
| **Process Flow** | Strict phase-based (Requirements → Design → Development → Testing → Deployment). | Continuous cycles of planning, developing, testing, and releasing. |
| **Flexibility** | Changes are difficult to implement once the project is in the later phases. | Highly flexible; changes are welcomed during any phase of development. |
| **Documentation** | Extensive documentation is created upfront. | Minimal documentation; focuses on working software over documentation. |
| **Project Duration** | Fixed duration, with little room for adjusting timelines. | Flexible timelines; priorities may shift during each sprint. |
| **Customer Involvement** | Limited customer involvement, typically at the beginning (requirements phase) and end (acceptance testing). | Continuous customer involvement throughout the project for feedback. |
| **Risk Management** | Risks are identified at the beginning and managed in the later stages of the project. | Risks are identified and addressed throughout each sprint. |
| **Team Structure** | Typically a structured, hierarchical team with specific roles (e.g., project manager, developers, testers). | Cross-functional teams with a collaborative approach, where members wear multiple hats. |
| **Delivery/Release** | Deliverables are typically released at the end of the project. | Working software is delivered at the end of each sprint (usually 2-4 weeks). |
| **Testing** | Testing is done after the development phase is completed (late-stage testing). | Testing is done continuously throughout the development process (test-driven development). |
| **Change Management** | Changes are costly and may require significant rework in later phases. | Changes are easy to incorporate with each new iteration, without causing major disruptions. |

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

**Answer-**

**Brainstorming** is a creative technique used to generate a wide range of ideas, solutions, or approaches to a specific problem or challenge. The goal is to encourage free thinking, group participation, and the generation of many ideas, without immediate judgment or evaluation of their feasibility. This encourages creativity and the exploration of a variety of solutions.

Brainstorming can be used in-

1. **Problem-Solving**:
	* **Use Case**: When a team is stuck on a challenging issue or problem and needs to come up with creative solutions.
	* **Example**: In a **Business Analyst** (BA) role, brainstorming could be used to generate ideas on how to improve a customer service process or identify potential improvements in a software application.
2. **Idea Generation for Requirements Gathering**:
	* **Use Case**: To gather new ideas or functionalities when starting a new project or feature.
	* **Example**: In software development, a BA may use brainstorming to collect ideas on features or functionality to include in a product based on stakeholder needs.
3. **Process Improvement**:
	* **Use Case**: When looking to improve existing processes, workflows, or systems.
	* **Example**: A BA might use brainstorming to identify inefficiencies in an existing business process and think of ways to optimize it.
4. **Innovation and Product Development**:
	* **Use Case**: To come up with new product ideas or to innovate existing services/products.
	* **Example**: Brainstorming can be used in product design sessions where cross-functional teams gather to explore potential product features, user experience improvements, or new market segments.
5. **Team Collaboration and Idea Exploration**:
	* **Use Case**: To create an open environment for team members to share ideas, concerns, and creative solutions without the fear of immediate judgment.
	* **Example**: In a BA-led workshop, the team might brainstorm on ways to meet a client’s evolving business requirements.

# **Q16. Reports Generated by the Accounts Department for the Employees Loan Management System**

Answer-

The Accounts Department will generate a variety of reports to track and manage loan requests, disbursements, repayments, and employee loan status.

Below are **5 key reports** that the Accounts Department will generate:

1. **Loan Application Report**:
	* **Description**: Provides a list of all loan applications submitted by employees.
	* **Key Information**: Employee name, department, loan amount requested, loan type, status (approved/rejected), date of request.
	* **Purpose**: To review all the loan requests and track their status.
2. **Approved Loan Report**:
	* **Description**: Lists all loans that have been approved, including loan amount and terms.
	* **Key Information**: Employee name, loan amount, loan approval date, repayment terms, loan tenure, and interest rate.
	* **Purpose**: To track loans that have been successfully approved and are being processed.
3. **Loan Repayment Schedule Report**:
	* **Description**: Displays the repayment schedule for each approved loan.
	* **Key Information**: Employee name, loan amount, repayment schedule (monthly/quarterly), due dates, payment amount per installment, total repayment amount.
	* **Purpose**: To ensure that loan repayments are tracked and employees are following the schedule.
4. **Loan Rejection Report**:
	* **Description**: Details of all loan applications that have been rejected by HR or Accounts.
	* **Key Information**: Employee name, loan amount requested, rejection reason, and rejection date.
	* **Purpose**: To review rejected applications and manage reasons for rejections (e.g., ineligible loan amount, poor credit history).
5. **Outstanding Loan Balance Report**:
	* **Description**: Lists all loans that have outstanding balances yet to be paid in full.
	* **Key Information**: Employee name, original loan amount, total repayment amount, amount paid, outstanding balance.
	* **Purpose**: To track loan balances and identify employees who still have outstanding payments.

# **Q17. Structure of the Message/Email Communicated from HR to Employee in Case of Loan Rejection**

Answer-

When a loan application is rejected, HR needs to communicate the reason clearly and professionally. Below is the structure of the rejection message:

**Subject**: Loan Application Status (Application No) – Rejected

**Dear [Employee Name],**

Greetings from TTS Company.

We regret to inform you that your application for a loan has been rejected due to the following reason(s):

* **Reason for Rejection**: [Provide a clear reason e.g., insufficient eligibility, past dues, credit score below required threshold, etc.]

We understand that this may be disappointing. If you would like to discuss the details further or if you have any questions, please feel free to contact the HR department at [HR Contact Information].

Thank you for your understanding.

Best regards,
[Your Name]
[Your Title]
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?**

**Answer-**

In the case of loan approval, HR communicates the terms and conditions to the employee. Below is the structure for an approval email:

**Subject**: Loan Application (Application No) Approved – Congratulations

Dear [Employee Name],

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

* **Loan Amount**: [Loan Amount]
* **Interest Rate**: [Interest Rate]
* **Repayment Terms**: [Terms, e.g., monthly repayments, salary deductions]
* **Repayment Start Date**: [Date]
* **Loan Tenure**: [Duration, e.g., 12 months]
* **Total Repayment Amount**: [Amount]

Please review the attached Loan Agreement and Repayment Schedule for more detailed information.

If you agree to the terms and conditions, kindly sign the document and return it to HR. Upon confirmation, the loan amount will be disbursed and automatic deductions will begin from your salary starting from [Repayment Start Date].

Should you have any questions or require any clarifications, please do not hesitate to contact us at [HR Contact Information].

Congratulations once again!

Best regards,
[Your Name]
[Your Title]
HR Department
TTS Company

# **Q19. Sample Report on the Loans Applications Received by the Accounts Department**

Answer-

#### **Loan Application Report**

| **Employee Name** | **Employee ID** | **Department** | **Loan Type** | **Requested Amount** | **Status** | **Application Date** | **Reviewed By** | **Loan Approval Date** | **Rejection Reason (if any)** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Meena Arora | 123456 | Finance | PL | 1000000 | Approved | Jan 08,2025 | XYZ | Jan 10, 2025 | N/A |
| Khyati K | 876578 | HR | EL | 1500000 | Rejected | Jan 09,2025 | ABC | N/A | Insufficient Credit History |
| Pushpam Jha | 908976 | Marketing | HL | 4000000 | Approved | Jan 10,2025 | XYZ | Jan 13,2025 | N/A |
| Abhishek Jha | 675432 | IT | PL | 900000 | Pending | Jan 12,2025 | ABC | N/A | N/A |
| Nishtha Vats | 786545 | Finance | PL | 1800000 | Rejected | Jan 13,2025 | XYZ | N/A | Loan Amount  |

### **Usage of the Report**:

* **Monitoring**: To track the overall progress of loan applications.
* **Decision Making**: Helps in decision-making and analyzing patterns of rejected or pending loans.
* **Compliance**: Ensures that loan applications adhere to company policies and eligibility criteria.

This report is generated regularly by the Accounts Department and is used to ensure transparency in loan management for employees.

# **Q20. Reporting Tools for Generating Reports**

To generate reports for the **Employees Loan Management System**, the following **reporting tools** can be used:

1. **Microsoft Excel**:
	* **Usage**: For generating basic reports, performing calculations, and creating charts.
	* **Advantage**: Easy to use and widely accessible; good for ad-hoc reports.
2. **Power BI**:
	* **Usage**: For more advanced and interactive reporting, data visualization, and real-time dashboards.
	* **Advantage**: Allows integration with multiple data sources and real-time updates.
3. **Tableau**:
	* **Usage**: For creating detailed, interactive, and visually appealing reports.
	* **Advantage**: Powerful data visualization tool with drag-and-drop functionality.
4. **SQL Server Reporting Services (SSRS)**:
	* **Usage**: For generating and publishing enterprise-level reports directly from databases.
	* **Advantage**: Great for handling large datasets and creating automated reports.
5. **Google Data Studio**:
	* **Usage**: A free, cloud-based tool for creating reports and dashboards.
	* **Advantage**: Easy to use and integrates well with Google Sheets, Google Analytics, and other cloud services.