

SECTION 1 – HR & PERSONAL QUESTIONS

Q1. Tell me about yourself.

Answer:

I'm currently pursuing my PGDM in Finance with a specialization in Business Analytics. Over the last two years, I've developed strong analytical and problem-solving skills using tools like Excel, Power BI, and Tableau. I've also completed internships where I worked on financial modeling and dashboard creation. I'm passionate about turning data into business insights and am eager to contribute to analytical roles in consulting or finance.

Tip: Keep it concise (2 minutes max), structured as **Education → Internship → Skills → Goal.**

Q2. Why do you want to join Protiviti (or this company)?

Answer:

Protiviti is known for its strong consulting culture and focus on business performance improvement. It offers exposure to multiple domains—risk management, analytics, and process consulting—which aligns perfectly with my analytical and problem-solving interests. I admire the firm's emphasis on learning and digital transformation, which I believe will help me grow both technically and professionally.

Q3. What are your strengths and weaknesses?

Answer:

Strengths: Analytical mindset, attention to detail, quick learner.

Weakness: I sometimes overanalyze data, but I'm working on improving decision-making under limited information by setting time limits for analysis.

Q4. Describe a time you worked in a team.

Answer:

During my internship, our team had to create a financial performance dashboard for retail clients. I collaborated with peers to clean data and visualize KPIs in Power BI. My role involved handling data transformation in Excel. We met deadlines and improved client reporting accuracy by 15%.

Q5. Where do you see yourself in the next 5 years?

Answer:

In five years, I see myself as a data-driven consultant contributing to strategic decision-making. I aim to earn certifications in Power BI and Financial Modeling and lead a small analytics team within a consulting organization.

SECTION 2 – TECHNICAL & ANALYTICAL QUESTIONS

Q6. What are the key financial ratios and their importance?

Answer:

| Ratio | Formula | Interpretation |
|-------------------|--------------------------------------|-----------------------|
| Current Ratio | Current Assets / Current Liabilities | Liquidity |
| Debt-Equity Ratio | Total Debt / Equity | Leverage |
| ROI | (Net Profit / Investment) × 100 | Profitability |
| EPS | Net Income / Outstanding Shares | Shareholder return |
| Working Capital | CA - CL | Short-term health |

Q7. What is the difference between NPV and IRR?

Answer:

- **NPV (Net Present Value):** Measures the absolute value of cash flows discounted at a specific rate.
- **IRR (Internal Rate of Return):** The rate at which $NPV = 0$. Decision rule: Choose the project with higher NPV; if $IRR >$ cost of capital → Accept.

Q8. Explain how Power BI helps in business analytics.

Answer:

Power BI enables data transformation, modeling, and visualization from multiple

sources. It helps decision-makers track KPIs like revenue growth, cost variance, and profitability trends in real time. For instance, a finance team can monitor working capital or ROI dynamically using DAX measures and slicers.

Q9. What is DAX? Give examples.

Answer:

DAX (Data Analysis Expressions) is a formula language used in Power BI for calculations.

Examples:

- Profit Margin = DIVIDE([Profit],[Revenue])
- YOY Growth = ([Current Year Sales] - [Previous Year Sales]) / [Previous Year Sales]
- Running Total = CALCULATE(SUM(Sales[Amount]), FILTER(ALL(Sales), Sales[Date] <= MAX(Sales[Date])))

Q10. What's the difference between Excel, Power BI, and Tableau?

| Feature | Excel | Power BI | Tableau |
|-------------------|-----------------------|-----------------------|-----------------------|
| Purpose | Data entry & analysis | Business intelligence | Data visualization |
| Data Handling | Up to 1M rows | Large datasets | Very large datasets |
| Scripting | VBA, formulas | DAX, Power Query (M) | LOD Expressions |
| Dashboard Sharing | Manual | Power BI Service | Tableau Server/Public |

SECTION 3 – DOMAIN-SPECIFIC QUESTIONS

Finance:

Q11. What is the difference between equity and debt financing?

Answer:

Equity involves ownership and no repayment obligation; debt involves borrowing with fixed repayment. Companies balance both for optimal capital structure.

Q12. Explain “Working Capital Management.”

Answer:

It's managing current assets and liabilities efficiently to ensure liquidity and operational efficiency. The goal is to avoid cash shortages and idle funds.

Marketing:

Q13. What is Customer Lifetime Value (CLV)?

Answer:

It's the total revenue a business expects from a customer during their relationship.

Formula:

$CLV = (\text{Average Purchase Value} \times \text{Frequency} \times \text{Duration}) - \text{Acquisition Cost}$

Q14. What KPIs do marketers analyze in Power BI?

Answer:

CTR (Click-Through Rate), Conversion Rate, ROI, CAC (Customer Acquisition Cost), Retention Rate.

HR:

Q15. How can analytics be used in HR?

Answer:

Through attrition prediction, recruitment analytics, performance scoring, and employee engagement dashboards using Excel or Power BI.

Operations & Supply Chain:

Q16. What is EOQ and its formula?

Answer:

Economic Order Quantity (EOQ) minimizes total inventory cost.
$$EOQ = \sqrt{(2DS) / H}$$

Where D = demand, S = setup cost, H = holding cost.

SECTION 4 – SQL, PYTHON & ML BASICS (For Analytics Roles)

Q17. Write a SQL query to find the top 3 departments by average salary.

```
SELECT Department, AVG(Salary) AS Avg_Salary  
FROM Employees  
GROUP BY Department  
ORDER BY Avg_Salary DESC  
LIMIT 3;
```

Q18. What is the difference between supervised and unsupervised learning?

| Type | Description | Example |
|---------------------|---------------------------------------|----------------------------------|
| Supervised | Uses labeled data to predict outcomes | Linear Regression, Decision Tree |
| Unsupervised | Finds patterns in unlabeled data | K-Means Clustering, PCA |

Q19. Explain correlation and regression.

Answer:

- **Correlation:** Measures the strength and direction of a relationship between variables (r from -1 to +1).
- **Regression:** Quantifies the relationship to predict outcomes (e.g., $\text{Sales} = a + b \times \text{Advertising Spend}$).

Q20. What is overfitting in Machine Learning?

Answer:

Overfitting occurs when a model performs well on training data but poorly on unseen data due to excessive learning of noise.

Solution: Cross-validation, regularization, pruning (for trees).

SECTION 5 – CASE & SCENARIO QUESTIONS

Q21. Case: You're analyzing company profitability. Revenue has increased, but profit margin declined. What could be reasons?

Answer:

- Increase in operating costs or raw materials.
- Change in product mix (more low-margin items).
- Discounts or marketing spend increased.
- Higher debt servicing cost.

Solution: Perform variance analysis and visualize Cost vs. Revenue trends in Power BI.

Q22. Case: You're an analyst at Protiviti. A client wants to reduce working capital by 10%. What steps will you suggest?

Answer:

- Reduce inventory through better forecasting.
- Negotiate better payment terms with suppliers.
- Speed up receivables collection.
- Automate payables tracking.

Q23. Behavioral: What will you do if your analysis shows an error just before a client meeting?

Answer:

Stay calm, verify quickly, communicate transparently with the team, and present corrected findings or highlight limitations with confidence.

SECTION 6 – GUESSTIMATE / LOGICAL QUESTIONS

Q24. How many ATMs are there in Delhi?

Answer (structured):

- Population ~2 crore

- Assume 1 ATM per 2000 people → 10,000 ATMs approx.
(Logic-based estimate, not accuracy.)

Q25. How many cups of tea are sold daily in India?

Approach:

Population × tea-drinking % × frequency × cups per day.
(Interviewers check your **structured thinking**, not the exact number.)

Quick Recap for Students

| Area | Focus | Tools/Concepts |
|----------------------------|------------------------------|-------------------|
| Finance Analytics | Ratios, ROI, Working Capital | Excel, Power BI |
| Marketing Analytics | CTR, Conversion, ROI | Power BI, Tableau |
| HR Analytics | Attrition, Performance | Excel, Power BI |
| Operations | EOQ, Supply Chain | Excel, DAX |
| Tech Tools | SQL, Python, DAX | Power BI, Tableau |

SECTION 1 – TECHNICAL & ANALYTICAL (Power BI / Excel / Data Visualization)

Q1. How would you explain Power BI to a non-technical client?

Answer:

Power BI is a business analytics tool from Microsoft that helps convert raw data into interactive dashboards and reports. It connects to multiple data sources like Excel, SQL Server, and APIs, allowing organizations to visualize key metrics in real time.

Example: A finance team can track monthly revenue, expenses, and profitability trends using Power BI dashboards.

Q2. What are the key components of Power BI architecture?

| Component | Purpose |
|-----------|---------|
| | |

| | |
|--------------------------|--|
| Power Query | Extract, Transform, Load (ETL) data |
| Power Pivot | Data modeling using relationships and DAX |
| Power View / Report View | Data visualization layer |
| Power BI Service | Cloud platform for publishing and sharing dashboards |
| Power BI Gateway | Connects on-premise data with cloud |
| Power BI Mobile | Access reports on mobile devices |

Q3. What is Power Query and why is it used?

Answer:

Power Query is a data transformation engine used to **clean, shape, and prepare data** before loading it into Power BI or Excel.

Example: Removing duplicates, merging multiple sheets, changing data types, or creating calculated columns.

Q4. What are DAX functions? Give examples.

Answer:

DAX (Data Analysis Expressions) is a formula language used to create custom calculations in Power BI models.

Examples:

- SUMX(Table, Expression) → Row-wise calculations.
- CALCULATE(SUM(Sales[Revenue]), FILTER(Sales, Sales[Year]=2025)) → Context modification.
- RELATED() → Access data from related tables.
- TOTALYTD(SUM(Sales[Amount]), Date[Date]) → Year-to-date calculations.

Q5. How would you handle data cleaning in Power BI?

Answer:

- Use Remove Rows → Duplicates or Errors

- **Replace Values** to handle missing or inconsistent data
- **Split Column / Merge Columns** for standardization
- **Use Data Type Transformation** to ensure correct model recognition
- Leverage **Power Query Steps pane** for traceable data cleaning process

Q6. How would you explain KPI tracking using Power BI?

Answer:

A **KPI (Key Performance Indicator)** visual in Power BI tracks the progress of a metric against a goal.

Example for a Sales Dashboard:

- **Actual Sales:** SUM(Sales[Amount])
- **Target Sales:** SUM(Sales[Target])
- **KPI Status:** Compare Actual vs Target → show green if $\geq 100\%$, red if $< 90\%$.

Q7. How can you automate repetitive reporting tasks?

Answer:

By integrating **Power Automate** with Power BI.

Example: Automate email alerts when sales drop below targets or refresh Power BI datasets on a schedule without manual intervention.

Q8. Explain the use of PowerApps in business reporting.

Answer:

PowerApps allows building **low-code applications** connected to Power BI dashboards — for example, a feedback submission form embedded within a report to collect real-time comments.

Q9. What is the difference between a Calculated Column and a Measure in Power BI?

| Feature | Calculated Column | Measure |
|---------|-------------------|---------|
|---------|-------------------|---------|

| | | |
|---------|---------------------------|-----------------------------------|
| Storage | Stored in memory | Computed at query time |
| Use | Row-level calculations | Aggregate-level calculations |
| Example | Profit = [Sales] - [Cost] | Total Profit = SUM(Sales[Profit]) |

Q10. What are relationships in Power BI?

Answer:

Relationships define how tables are linked through keys (e.g., CustomerID). They can be **one-to-many** or **many-to-one**. Proper relationships ensure accurate aggregation and filtering across visuals.

SECTION 2 – SQL & DATA QUERYING

Q11. Write a SQL query to fetch top 5 customers with maximum sales.

```
SELECT CustomerName, SUM(SalesAmount) AS TotalSales
FROM Sales
GROUP BY CustomerName
ORDER BY TotalSales DESC
LIMIT 5;
```

Q12. Explain the difference between INNER JOIN and LEFT JOIN.

| Type | Description | Use Case |
|------------|---|--|
| INNER JOIN | Returns only matching records | Common records between tables |
| LEFT JOIN | Returns all from left + matching from right | When you want all data from main table regardless of match |

Q13. How would you check for duplicate entries in SQL?

```
SELECT ColumnName, COUNT(*)
```

```
FROM TableName  
GROUP BY ColumnName  
HAVING COUNT(*) > 1;
```

SECTION 3 – PYTHON & DATA ANALYTICS CONCEPTS

Q14. Why use Python in data analytics along with Power BI?

Answer:

Python complements Power BI by enabling **data preprocessing, statistical analysis, and machine learning**.

Example: You can use Python visuals in Power BI to run clustering or sentiment analysis on customer feedback.

Q15. Explain a use case where you automated data analysis using Python.

Answer:

Automating monthly financial report generation — using pandas to aggregate data, matplotlib to visualize trends, and exporting results to Excel or Power BI for dashboarding.

SECTION 4 – BUSINESS & CASE STUDY QUESTIONS

Q16. A dashboard shows declining sales but increasing marketing spend. How will you analyze this?

Answer:

- Verify data accuracy and timeframe.
- Compare **ROI** = $(\text{Sales} - \text{Marketing Cost}) / \text{Marketing Cost}$.
- Segment customers and identify unprofitable campaigns.
- Recommend reallocating budget to high-performing channels.

Q17. You're asked to create a financial performance dashboard for a US-based client. What steps will you take?

1. Understand client KPIs – Revenue, Expenses, Profit Margin.
2. Connect to data source (SQL/Excel).
3. Clean and transform using Power Query.
4. Build data model with relationships.
5. Create visuals (Bar, Line, KPI cards).
6. Publish and schedule refresh on Power BI Service.

Q18. How would you explain the concept of storytelling with data?

Answer:

Storytelling with data means converting raw insights into an engaging narrative using visuals. For example, showing how cost optimization improved profitability using sequential visuals — not just numbers.

SECTION 5 – BEHAVIORAL & COMMUNICATION

Q19. Describe a situation when you had to learn a new tool quickly.

Answer:

During my internship, I had to create dashboards in Power BI without prior experience. I used Microsoft Learn, YouTube tutorials, and practiced daily, eventually automating the reporting workflow within two weeks.

Q20. How would you handle feedback from a US-based stakeholder who doesn't agree with your dashboard logic?

Answer:

I'd first listen and understand their perspective, clarify the business requirement, verify my assumptions, and then revalidate the data model. Communication and documentation help maintain alignment.

SECTION 6 – BONUS QUESTIONS (FOR 360° EVALUATION)

| Area | Question | Expected Competency |
|------|----------|---------------------|
|------|----------|---------------------|

| | | |
|---------------------------|---|--|
| Excel Advanced | How do you use INDEX-MATCH over VLOOKUP? | Understanding of efficient lookups |
| Data Visualization | When should you use a scatter plot vs heat map? | Choice of chart for context |
| Automation | How can Power Automate improve reporting workflows? | Knowledge of RPA |
| Communication | Explain your dashboard in 3 slides to a CXO. | Presentation skills |
| Problem Solving | If the dashboard is slow, what steps will you take? | Data model optimization, reducing visuals, enabling aggregations |

Suggested Preparation Strategy (Based on JD)

| Skill Area | Topic | Tools to Focus On |
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| BI Development | Power BI, Power Query, DAX | Practice creating KPI dashboards |
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SECTION 1 – Power BI & Data Visualization

| # | Question | Answer |
|---|---|--|
| 1 | What is Power BI? | A Microsoft BI tool for connecting, modeling and visualizing data to enable data-driven decisions. |
| 2 | Explain Power BI workflow. | Import → Clean in Power Query → Model with relationships/DAX → Visualize → Publish. |
| 3 | What is Power Query? | ETL engine used to extract, transform and load data into Power BI. |
| 4 | Difference between Power BI Desktop & Service | Desktop for report creation (local); Service for sharing & collaboration (cloud). |
| 5 | What are DAX functions? | Data Analysis Expressions used for measures & calculated columns. E.g. SUMX, CALCULATE, FILTER. |
| 6 | Explain Row Context vs Filter Context. | Row context – each row calc; Filter context – applied filters in visuals or formulas. |
| 7 | Example of Finance DAX measure. | Gross Margin = DIVIDE(SUM(Sales[Profit]), SUM(Sales[Revenue])). |
| 8 | Example of Marketing DAX measure. | ROI = DIVIDE(SUM(Sales[Revenue]) - SUM(Marketing[Spend]), SUM(Marketing[Spend])). |
| 9 | How to handle missing data in Power BI? | Use Power Query → Replace Values / Remove Errors / fill down. |

| | | |
|----|--|--|
| 10 | What is a relationship? | A link between tables (usually 1-to-many) ensuring proper filter propagation. |
| 11 | Calculated Column vs Measure | Column = stored row-wise; Measure = computed on-demand (aggregated). |
| 12 | Explain Star Schema. | Central fact table linked to dimension tables — ensures optimized model design. |
| 13 | What is a Drill-through? | Lets users right-click a visual to navigate to detailed report for that context. |
| 14 | How do you implement dynamic slicers? | Create parameter table → use field parameter or switch measure. |
| 15 | What is bookmark navigation? | Saves report states for storytelling and interactive navigation. |
| 16 | Explain performance optimization tips. | Reduce columns, use star schema, avoid calculated columns, use aggregations. |
| 17 | Which charts for Finance vs Marketing? | Finance: Waterfall, KPI, Line for trend. Marketing: Funnel, Scatter, TreeMap. |
| 18 | What is Row-level Security? | Restricts data view based on user roles using DAX filter expressions. |
| 19 | Explain Power BI Gateway. | Bridge between on-prem data and Power BI Service for scheduled refresh. |
| 20 | What AI features exist in Power BI? | Q&A visual, Smart Narrative, Decomposition Tree, Anomaly Detection. |

SECTION 2 – Excel & Analytical Skills (20 Q + A)

| # | Question | Answer |
|---|--|---|
| 1 | Difference between VLOOKUP and INDEX-MATCH | INDEX-MATCH is faster and works leftward. |
| 2 | Formula to find ROI | $=(\text{Revenue} - \text{Cost})/\text{Cost}$. |

| | | |
|----|-------------------------------------|--|
| 3 | How do you clean data in Excel? | Trim, Remove Duplicates, Flash Fill, Text-to-Columns. |
| 4 | What are Pivot Tables? | Summarization tool to aggregate and slice data dynamically. |
| 5 | Explain conditional formatting use. | Highlight KPIs (e.g., Profit < Target → Red). |
| 6 | What is a Dashboard in Excel? | Interactive visual summary using charts, slicers, KPIs. |
| 7 | Formula to calculate Growth Rate | $=(\text{Current} - \text{Previous})/\text{Previous}$. |
| 8 | How to protect a sheet? | Review → Protect Sheet → set password and permissions. |
| 9 | Use of Data Validation | Restrict entries to dropdown lists or numeric ranges. |
| 10 | Explain Goal Seek | Finds input required to reach target output in formula. |
| 11 | Example of Finance KPI in Excel | Current Ratio = Current Assets/Current Liabilities. |
| 12 | Example of Marketing KPI | CTR = Clicks/Impressions. |
| 13 | How to summarize large data sets? | Use Pivot, Power Query, or aggregate functions. |
| 14 | Use of IF + AND logic | $=\text{IF}(\text{AND}(\text{Sales}>\text{Target}, \text{Profit}>0), \text{"Good"}, \text{"Check"})$. |
| 15 | Explain Dynamic Arrays | Functions like FILTER, SORT, UNIQUE return spill ranges. |
| 16 | Define Named Range and its use. | Assign name to range for readable formulas. |
| 17 | Explain Power Pivot | Excel add-in for data modeling and DAX inside Excel. |

| | | |
|----|---------------------------------|--|
| 18 | Describe What-If Analysis. | Scenario Manager / Data Tables to test multiple assumptions. |
| 19 | How to link Excel and Power BI? | Import Excel table or connect via Power Query. |
| 20 | Give a real business use. | Monthly Budget vs Actual dashboard for department heads. |

SECTION 3 – SQL & Database Concepts (20 Q + A)

| # | Question | Answer |
|----|---|---|
| 1 | What is SQL? | Structured Query Language for managing relational databases. |
| 2 | SELECT syntax | SELECT columns FROM table WHERE condition; |
| 3 | INNER vs LEFT JOIN | INNER = common records; LEFT = all from left + matches right. |
| 4 | Query for Top 5 customers by sales | SELECT Customer, SUM(Sales) FROM Orders GROUP BY Customer ORDER BY SUM(Sales) DESC LIMIT 5; |
| 5 | Explain GROUP BY | Aggregates data based on column values. |
| 6 | Use of HAVING | Filter aggregated results. |
| 7 | Difference between WHERE and HAVING | WHERE before aggregation; HAVING after. |
| 8 | Subquery example | SELECT * FROM Sales WHERE Amount > (SELECT AVG(Amount) FROM Sales); |
| 9 | Find duplicates | SELECT col, COUNT(*) FROM tbl GROUP BY col HAVING COUNT(*)>1; |
| 10 | Delete duplicates method | Use CTE with ROW_NUMBER() filter. |
| 11 | Explain Primary & Foreign Keys | Primary = unique identifier; Foreign = refers to primary key in another table. |
| 12 | Query to calculate total revenue by month | SELECT MONTH(Date), SUM(Revenue) FROM Sales GROUP BY MONTH(Date); |

| | | |
|----|--|--|
| 13 | Use of CASE statement | Conditional logic inside SQL. |
| 14 | Difference between DELETE and TRUNCATE | DELETE = row-level; TRUNCATE = table-level fast delete. |
| 15 | Explain Normalization | Structuring data to reduce redundancy. |
| 16 | Denormalization use | For faster query performance in analytics. |
| 17 | Explain Indexes | Improve query speed on frequent search columns. |
| 18 | SQL function for Finance KPI | <pre>SELECT SUM(Profit)/SUM(Cost) AS ROI FROM Finance;</pre> |
| 19 | SQL function for Marketing KPI | <pre>SELECT SUM(Conversions)/SUM(Leads) AS ConversionRate FROM Campaign;</pre> |
| 20 | How to connect SQL to Power BI | Get Data → SQL Server → enter server & database → load. |

SECTION 4 – Python & Analytics (20 Q + A)

| # | Question | Answer |
|---|----------------------------|---|
| 1 | Why Python for Analytics? | Open-source, powerful libraries like pandas, numpy, matplotlib. |
| 2 | How to read CSV in Python? | <pre>import pandas as pd ; df = pd.read_csv('file.csv')</pre> |
| 3 | Describe a DataFrame | 2D labeled data structure similar to Excel table. |
| 4 | Calculate mean of a column | <pre>df['Sales'].mean()</pre> |
| 5 | Drop missing values | <pre>df.dropna()</pre> |
| 6 | Filter records | <pre>df[df['Region']=='North']</pre> |
| 7 | Group by and aggregate | <pre>df.groupby('Category')['Revenue'].sum()</pre> |
| 8 | Merge two DataFrames | <pre>pd.merge(df1, df2, on='ID')</pre> |
| 9 | Plot bar chart | <pre>df.plot(kind='bar')</pre> |

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| 10 | Correlation analysis | df.corr() – checks variable relationships. |
| 11 | Describe function | df.describe() – summary stats. |
| 12 | Linear Regression use | Predict sales from marketing spend. |
| 13 | Import library for ML | from sklearn.linear_model import LinearRegression |
| 14 | Train-test split | train_test_split(X,y,test_size=0.2) |
| 15 | What is overfitting? | Model fits training data too closely; poor generalization. |
| 16 | Difference between Series and DataFrame | Series = 1D; DataFrame = 2D. |
| 17 | Python finance use case | Forecast stock returns using ARIMA. |
| 18 | Python marketing use case | Predict customer churn using logistic regression. |
| 19 | Visualization library | matplotlib / seaborn for plots. |
| 20 | Integrate Python with Power BI | Enable Python scripting → create Python visual to run code. |

SECTION 5 – Business Cases & Scenario Analysis (20 Q + A)

| # | Question | Answer |
|---|--|---|
| 1 | Sales rising but profits falling – why? | Costs increasing, discounts, product mix shift. |
| 2 | Revenue flat, expenses up – what do you analyze? | Expense variance by category using Waterfall chart. |
| 3 | Decline in ROI despite higher marketing spend? | Low conversion efficiency or wrong target segment. |
| 4 | Explain a dashboard you would create for CFO. | KPIs: Revenue, Profit %, AR/AP days, Working Capital Trend. |
| 5 | Explain a dashboard for CMO. | KPIs: CTR, CPC, Conversion Rate, ROI by Channel. |

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| 6 | How do you present data to non-technical stakeholders? | Use simple visuals, storyline, insight summaries. |
| 7 | Steps to perform KPI variance analysis | Compare actual vs target, calculate % variance, root cause. |
| 8 | When would you use a forecast model? | When predicting future sales or demand based on history. |
| 9 | What is benchmarking? | Comparing performance with industry or competitor standards. |
| 10 | Use case of Power Automate | Auto-email daily dashboard snapshot to stakeholders. |
| 11 | Describe a time you improved a process using data | Automated Excel report → saved 3 hrs/day. |
| 12 | How do you validate data accuracy? | Cross-check source files, reconcile totals, build QA checks. |
| 13 | What is data storytelling? | Combining visuals + narrative to explain business impact. |
| 14 | How to prioritize KPIs for a dashboard? | Align KPIs with business goals & audience level. |
| 15 | Which visual for YoY comparison? | Line chart or Clustered Column. |
| 16 | What would you do if dashboard refresh fails? | Check gateway, credentials, query steps. |
| 17 | Explain cross-sell dashboard example | Identify customers buying Product A but not B. |
| 18 | What does PKIC stand for? | Protiviti Knowledge and Innovation Center. |
| 19 | How does automation support business growth? | Saves time, reduces manual errors, improves insight speed. |
| 20 | How do you measure dashboard success? | User adoption rate, insight utilization, decision turnaround time. |

SECTION 6 – HR & Communication + Behavioral (20 Q + A)

| # | Question | Answer |
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| 1 | Tell me about yourself. | Include education, internship, analytical tools, and goal alignment with BI. |
| 2 | Why Protiviti? | Global exposure, consulting learning culture, PKIC innovation focus. |
| 3 | Why Power BI/Analytics? | It merges logic, data, and decision-making for real business impact. |
| 4 | What motivates you? | Solving problems, visualizing impact, continuous learning. |
| 5 | Describe teamwork experience. | Example: Built Power BI report collaboratively for college project. |
| 6 | A time you faced challenge & overcame. | Learning Power BI within a week for client presentation. |
| 7 | Conflict with teammate – what did you do? | Discussed calmly, aligned roles, ensured goal clarity. |
| 8 | Your strength? | Analytical, disciplined, communicative. |
| 9 | Weakness? | Overanalyzing — now improved by setting time limits. |
| 10 | Example of leadership. | Led a 4-member analytics project team in internship. |
| 11 | When did you make an impact? | Automated Excel MIS reducing reporting time. |
| 12 | How do you prioritize tasks? | Eisenhower Matrix / impact vs urgency. |
| 13 | How do you explain complex data to non-technical? | Use business examples, minimal jargon, visuals. |
| 14 | Describe learning initiative you took. | Self-learned DAX to enhance internship dashboard. |
| 15 | Where do you see yourself 5 years from now? | BI consultant managing cross-domain analytics. |

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| 16 | How do you handle criticism? | Accept, analyze feedback, improve. |
| 17 | What is your ideal work environment? | Collaborative, innovative, learning-focused. |
| 18 | What do you know about Robert Half Inc.? | Protiviti's parent company, global staffing and consulting leader. |
| 19 | What is your understanding of PKIC? | Global delivery center offering research, analytics & automation support. |
| 20 | What do you expect to learn in this role? | Building BI solutions, client interaction, automation and analytics maturity. |