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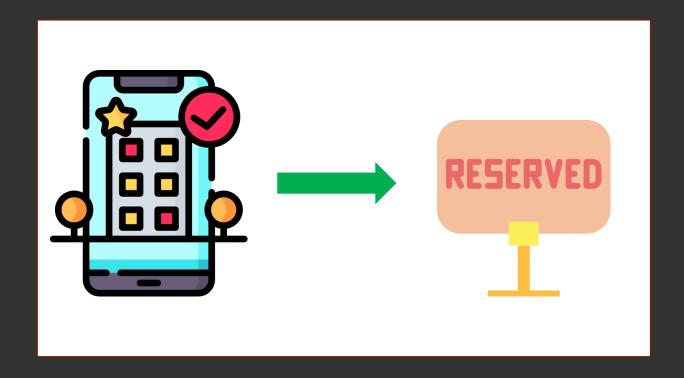
BUSINESS ANALYST INTERVIEW QUESTIONS & ANSWERS

[TOP 9] INTERVIEW QUESTIONS ON REQUIREMENTS

Watch the video walkthrough on YouTube: https://youtu.be/2137b7QBCII

CASE STUDY

A Movie Theatre "XYZ Cinemas" is looking to build a digital channel for allowing their customers to book their movie tickets online.



1. HOW DOYOU DEFINE A REQUIREMENT?

As per BABOK v3 "A requirement is defined as a usable representation of a need".

Examples:

- Sales Department needs a digital channel for allowing customers to book their movie tickets online.
- The System shall display the available seats for a movie show.
- The System shall allow the customers to select the available seats.
- The System should respond within 2 seconds of a user's input
- A customer can book a maximum of 10 tickets at one time

The nature of the representation may be a document (or set of documents), but can vary widely depending on the circumstances.

2. WHAT IS THE DIFFERENCE BETWEEN A BUSINESS AND A FUNCTIONAL REQUIREMENT?

Business Requirement

- Business requirements are representation of business needs, goals, objectives and outcomes.
- It represents the "What"
- Example:

Sales Department needs a digital channel for allowing customers to book their movie tickets online.

Functional Requirement

- Functional requirement describes what the system must do to achieve the business requirements.
- It represents the "How"
- Example:
 - The System shall display the available seats for a movie show.
 - The system shall allow the customers to select the available seats.

3. WHAT IS A NON-FUNCTIONAL REQUIREMENT?

Non-functional requirement is often used for quality requirements and constraints.

It describes the following aspects

- Performance
- Security
- Reliability
- Usability
- Maintainability
- Portability

Example: The System should respond within 2 seconds of a user's input (Performance)

4. WHAT IS A BUSINESS RULE?

As per BABOK v3 "A business rule is a specific, testable directive that serves as a criterion for guiding behaviour, shaping judgments, or making decisions"

Example: A customer can book a maximum of 10 tickets at one time

This business rule in turn gives raise to functional requirements like restricting the seats which the customer can book.

Example: The System should not allow the customers to select more than 10 available seats.

5. WHAT ARE THE REQUIREMENT ELICITATION TECHNIQUES YOU HAVE USED IN THE PAST?

This is one of the most commonly asked question and below are the commonly used requirement elicitation techniques.

- Workshops
- Interviews (Individual and Group Interviews)
- Observation (Passive & Active)
- Document Analysis
- Focus Groups
- Brain Storming
- Process Analysis
- Prototyping
- Survey or Questionnaire

6. WHAT IS THE DIFFERENCE BETWEEN VERIFICATION AND VALIDATION OF A REQUIREMENT?

Verification

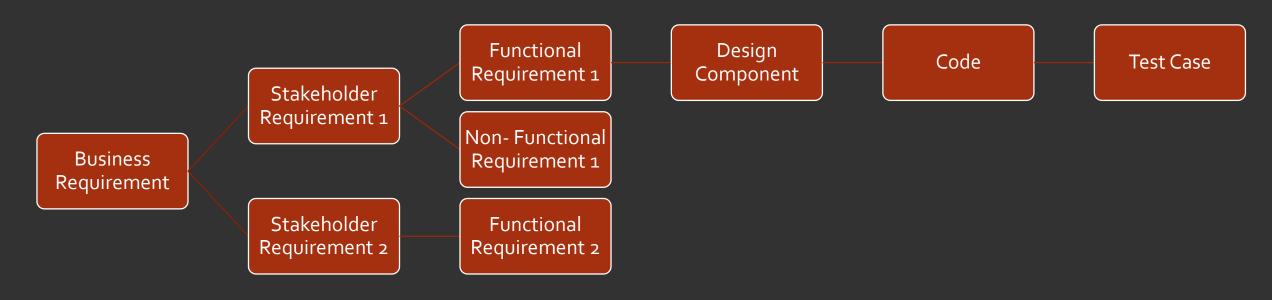
- Verification refers to ensuring the requirement meets the quality standards and is fit for purpose i.e
- Whether the requirement is clear
- Consistent
- Complete
- Testable
- Unambiguous
- Understandable to stakeholders involved

Validation

- Validation on the other hand refers to whether the requirement is aligned to the
- Business need
- Goal or
- Outcome
- and whether it supports the delivery of needed value.

7. WHAT IS RTM OR REQUIREMENT TRACEABILITY MATRIX?

It is a matrix used to trace requirements. It provides forward and backward traceability (as shown below). It helps faster impact analysis and reliable assessment to ensure all the business requirements are covered.



Watch the video walkthrough on YouTube: https://youtu.be/2137b7QBCII

8. WHAT ARE THE TECHNIQUES USED FOR REQUIREMENTS PRIORITISATION?

- MOSCOW is one of the most commonly used technique Where requirements are classified as
 - MUST (Mandatory)
 - SHOULD (Of high priority)
 - COULD (Preferred but not necessary)
 - WOULD (Can be postponed and suggested for future execution)

Example

Requirements	Prioritisation
Requirement 1	MUST
Requirement 2	MUST
Requirement 3	SHOULD
Requirement 4	COULD
Requirement 5	WOULD

8. WHAT ARE THE TECHNIQUES USED FOR REQUIREMENTS PRIORITISATION?

KANO Analysis

Another Technique for prioritisation of requirements, based on the satisfaction of the stakeholders.

- Basic factors (synonym: Dissatisfiers)
- Performance factors (synonym: Satisfiers)
- Excitement factors (synonym: Delighters)

Example

Requirement	Prioritisation
Requirement 1	Basic
Requirement 2	Performance
Requirement 3	Performance
Requirement 4	Excitement
Requirement 5	Excitement

9. WHAT ARE THE DIFFERENT DOCUMENTS YOU HAVE PREPARED FOR CAPTURING REQUIREMENTS?

DOCUMENT	PURPOSE
Business Requirement Document (BRD)	To capture the Business requirements
Functional Requirement Document (FRD)	To capture the Functional and Non-functional requirements
Use Case Document	To document the Use cases
Activity Diagrams	To document the Flow of Events
Wire Frames	To Document the Mock ups
EPICs/User Stories	To Document the requirements for Agile Methodology

Watch the video walkthrough on YouTube: https://youtu.be/2137b7QBCII

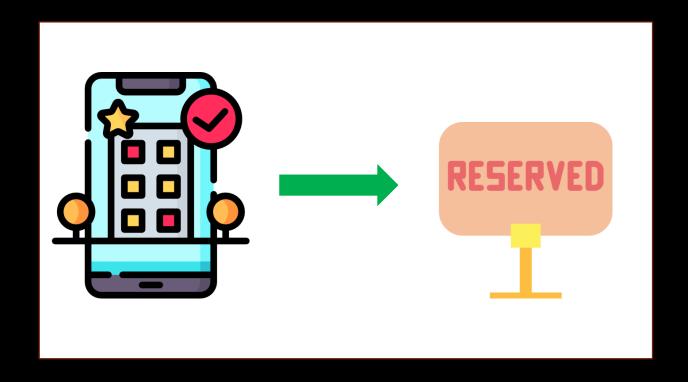


BUSINESS ANALYST INTERVIEW QUESTIONS & ANSWERS

[TOP 9] INTERVIEW QUESTIONS ON REQUIREMENT DOCUMENTS

CASE STUDY

A Movie Theatre "XYZ Cinemas" is looking to build a digital channel for allowing their customers to book their movie tickets online.



1. WHAT ARE THE DIFFERENT DOCUMENTS YOU HAVE PREPARED FOR CAPTURING REQUIREMENTS?

DOCUMENT	PURPOSE
Business Requirement Document (BRD)	To capture the Business requirements
Functional Requirement Document (FRD)	To capture the Functional and Non-functional requirements
Use Case Document	To document the Use cases
Activity Diagrams	To document the Flow of Events
Wire Frames	To Document the Mock ups
EPICs/User Stories	To Document the requirements for Agile Methodology
Requirement Traceability Matrix (RTM)	To Trace Requirements

Watch the video walkthrough on YouTube: https://youtu.be/MMn34z_mtV8

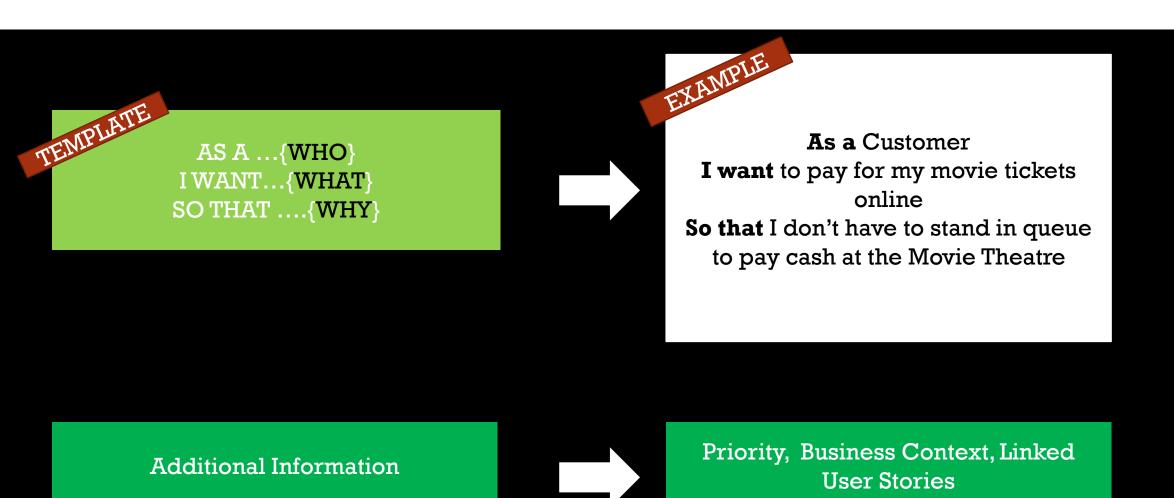
2. WHAT ARE THE CONTENTS OF BUSINESS REQUIREMENT DOCUMENT (BRD)?

- Executive Summary
- Business Context
- Current State (AS-IS)
- Target State (TO-BE)
- Scope
- Business & Stakeholder Requirements
- Assumption
- Dependencies
- Business Rules
- Glossary

3. WHAT ARE THE CONTENTS OF FUNCTIONAL REQUIREMENT DOCUMENT (FRD)?

- Purpose
- Scope
- Functional Requirements
- Non-Functional Requirements
- Assumptions
- Supporting Models (Use Case Diagram, Activity Diagram, Mock-ups)
- Glossary

4. WHAT IS THE FORMAT AND CONTENTS OF AN EPIC?



5. WHAT IS THE FORMAT AND CONTENTS OF AN USER STORY?

AS A ... (WHO) I WANT...{WHAT} SO THAT {WHY}

As a Customer I want to pay online using my debit/credit card for my movie tickets So that I don't have to stand in queue to pay cash at the Movie Theatre



As a Customer I want to pay online using my Online banking portal for my movie tickets So that I don't have to stand in queue

to pay cash at the Movie Theatre

Additional Information



Priority, Labels, Linked EPIC, Acceptance Criteria, Supporting Models

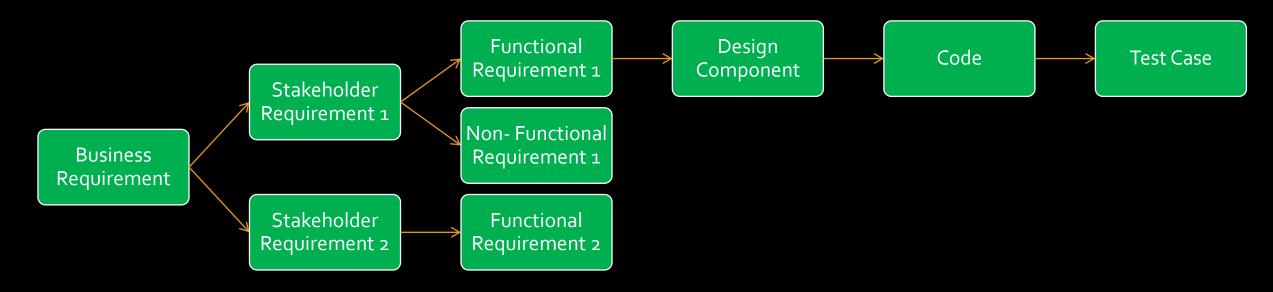
6. WHAT IS AN ACCEPTANCE CRITERIA AND ITS FORMAT?

GIVEN{a context}
WHEN{an event}
THEN{an outcome}

WHEN they are on the Payment Page
THEN they should be able to pay online using their
Debit/Credit card

7. WHAT IS RTM OR REQUIREMENT TRACEABILITY MATRIX?

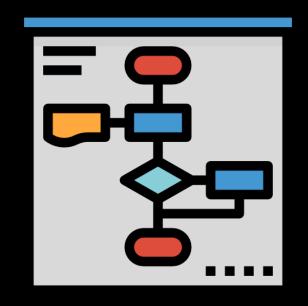
It is a matrix used to trace requirements. It provides forward and backward traceability (as shown below). It helps faster impact analysis and reliable assessment to ensure all the business requirements are covered.

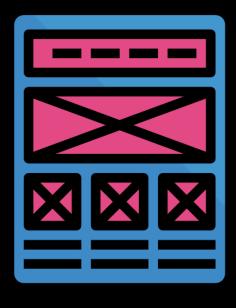


Watch the video walkthrough on YouTube: https://youtu.be/MMn34z_mtV8

8. WHAT ARE DIFFERENT VISUAL MODELS YOU HAVE CREATED FOR DOCUMENTING REQUIREMENTS?

- Use Case Diagram
- Activity Diagram
- Wire Frames
- Prototypes
- Business Process Flows
- Data Flow Diagrams





9. WHAT ARE TOOLS YOU HAVE USED FOR DOCUMENTING REQUIREMENTS?

- MS OFFICE (WORD, Power Point, Excel)
- Sharepoint
- JIRA, Confluence
- Requisite Pro
- MS VISIO, ARIS, LUCID Char
- MOCKUP Tools (Balsamiq, MS PAINT)



BUSINESS ANALYST INTERVIEW QUESTIONS & ANSWERS

[TOP 10] INTERVIEW QUESTIONS ON AGILE METHODOLOGY

Watch the video walkthrough on YouTube: https://youtu.be/mKn4GB3OEX8

1.WHAT ARE THE EVENTS/CEREMONIES IN AGILE METHODOLOGY (SCRUM)?



Watch the video walkthrough on YouTube: https://youtu.be/mKn4GB3OEX8

2. WHAT IS THE COMPOSITION OF THE SCRUM TEAM?

The Scrum Team comprises of the below roles:

- 1. Product Owner
- 2. Scrum Master
- 3. Development Team

3.WHAT ARE THE ARTIFACTS IN SCRUM?

The Major Artifacts in Scrum are listed below:

#	Artifacts
1	Product Backlog
2	Sprint Backlog
3	Product Increment Contains (Software Package, Release Notes and User Manuals)

4. WHAT IS VELOCITY?

- It is the ability of the Scrum team to deliver valuable product Increment in a Sprint.
- It is calculated at the end of the sprint by adding up the story points of the Product Backlog Items which are **DONE**. This is useful during the Spring Planning Meeting.

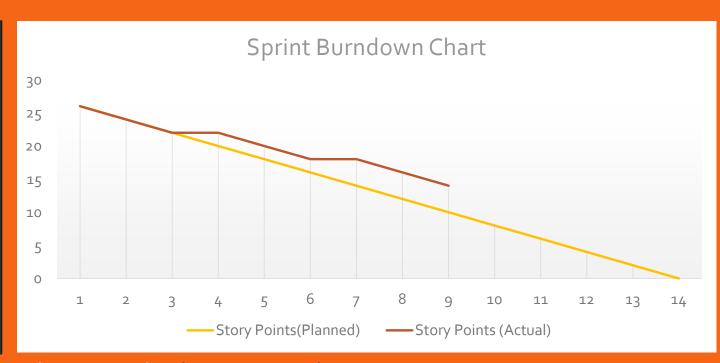
Example: Product Backlog Items with 41 Story Points are completed in Sprint 1, then Velocity of that Scrum team is 41

5. WHAT IS A SPRINT BURNDOWN CHART?

The Scrum team uses the Sprint burndown chart for inspecting the progress with respect to the Sprint Goal and adapting the plan to achieve the Sprint Goal.

Example: The sample burndown chart provided on the right provides a progress of actual completed story points versus the The planned story points.

Using this view, The Scrum team can adapt the plan to complete the Sprint goal.



6. DESCRIBE WHAT HAPPENS IN THE SPRINT PLANNING MEETING?

Purpose	Participants
To craft a Sprint Goal and a plan to achieve it	Scrum Team (Development Team, Scrum Master, Product Owner)

INPUTS

- Product Backlog
- Velocity
- Product Increment

Activities

Craft the Sprint Goal

Create a Plan

OUTPUTS

- Sprint Goal
- Sprint Backlog
- Sprint Burndown Chart

7. DESCRIBE WHAT HAPPENS IN THE DAILY SCRUM MEETING?

Purpose	Participants
To review team's progress on Sprint Goal and adjust the plan to get there	Development TeamScrum MasterProduct Owner (Optional)

INPUTS

- Sprint Backlog
- Sprint Burndown

Activities

Inspect Progress

Identify Impediments

Adapt to Achieve Sprint Goal

OUTPUTS

resolve impediments (obstacles)

8. DESCRIBE WHAT HAPPENS IN THE SPRINT REVIEW MEETING?

Purpose	Participants
To review the work completed in the sprint with stakeholders	 Scrum Team (Development Team, Scrum Master, Product Owner) Sponsors Customers/End Users Sales Team

INPUTS

- Sprint Goal
- Product Increment

Activities

Report Status

Demo of Product Increment & Feedback

Forecast

OUTPUTS

 Updated Product Backlog

9. DESCRIBE WHAT HAPPENS IN THE SPRINT RETROSPECTIVE MEETING?

Purpose	Participants
To review the product development process and identify areas for continuous improvements	 Scrum Team (Development Team, Scrum Master, Product Owner)

INPUTS

- Sprint Burndown
- Impediment list
- Sprint review Comments

Activities

Reflect Back

Look Forward

OUTPUTS

 Action Items for improvements to be implemented in the next Sprint

Watch the video walkthrough on YouTube: https://youtu.be/mKn4GB3OEX8

10. WHAT IS DEFINITON OF DONE?

It is an <u>exit criteria</u> agreed by the Product Owner and Development team to consider a Product Backlog Item done and ready to be shipped.

Example:

The Login Feature is a Product Backlog Item then it should be coded, tested, reviewed and accepted by Product Owner and deployed to termed as **DONE**



BUSINESS ANALYST INTERVIEW QUESTIONS & ANSWERS

[TOP 15] INTERVIEW QUESTIONS ON ACRONYMS

Watch the video walkthrough on YouTube: https://youtu.be/y7BrJVlNyhk

1. WHAT IS "INVEST"?

INVEST Stands for

- Independent
- Negotiable
- Valuable
- Estimable
- Small
- Testable

• The INVEST guidelines are used while writing User Stories. The above criteria ensures a well written User Story.

2. WHAT IS "CRUD"?

CRUD Stands for

- Create
- Read
- Update
- Delete
- These are the 4 basic functions to be considered in software development while dealing with data. This can also be used for drafting Requirements.

Example: Requirements of a Online Food Ordering App

- C Customer should be able to place an order
- R Customer should be able to view their order
- U Customer should be able to update their order
- D Customer should be able to cancel their order

3. WHAT IS "SWOT"?

SWOT Stands for

- Strengths
- Weaknesses
- Opportunities
- Threats

It a strategic planning technique used to help an organization identify their strengths, weaknesses, opportunities, and threats and evaluate a company's competitive position.

4. WHAT IS "UML"?

UML Stands for

Unified Modeling Language

It is a standardized modelling language for visualizing, documenting the artifacts of software programs.

5. WHAT IS THE DIFFERENCE BETWEEN "RFI" "RFQ", "RFP"?

RFI Stands for

Request for Information

It is a formal elicitation method intended to collect information regarding a vendor's capabilities.

RFQ Stands for

Request for Quote

It is used for obtaining the cost from the vendors for delivering your requirements.

RFP Stands for

Request for Proposal

It is a requirements document provided to the vendors when an organization is seeking a formal proposal.

6. WHAT IS "COTS"?

COTS Stands for

Commercial off-the-shelf

COTS systems are developed and maintained by external organizations and are implemented to meet a business need rather than developing the software systems inhouse.

7. WHAT IS "WBS"?

WBS Stands for

Work Breakdown Structure

WBS documents the decomposition of tasks and effort required to complete a project or objective.

8. WHAT IS "SIPOC"?

SIPOC Stands for

- Suppliers
- Inputs
- Process
- Outputs
- Customers

SIPOC Diagram is used for defining the scope of a process improvement initiative.

9. WHAT IS "JAD"?

JAD Stands for

Joint Application Development

JAD sessions are workshops involving variety of stakeholders like Customers, End-User, SMEs, Analysts and Developers collaborating to capture high quality functional requirements and to provide the developers with a good understanding of what the business wants the system to do.

10. WHAT IS "BPMN"?

BPMN Stands for

Business Process Model and Notation

Business Process Modeling Notation (BPMN) is a method of visually representing the business processes in the form of diagrams.

11. WHAT IS "DFD"?

DFD Stands for

Data Flow Diagram

DFD is a visual representation of the "flow" of data through a software system.

12. WHO IS AN "SME"?

SME Stands for

Subject Matter Expert

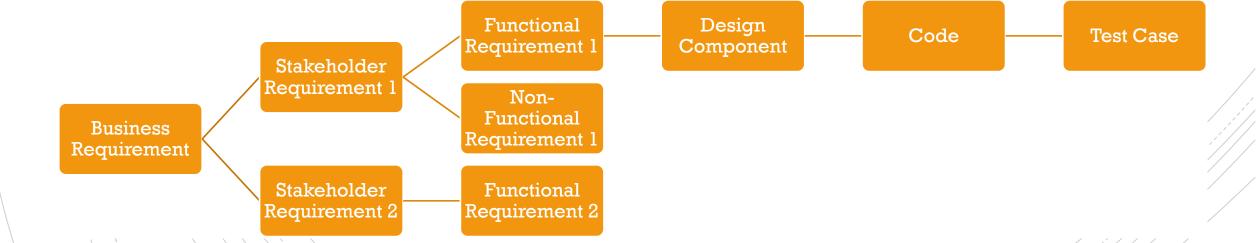
SMEs are invaluable resources for understanding how the current process work.

13. WHAT IS "RTM"?

RTM Stands for

Requirement Traceability Matrix

It is a matrix used to trace requirements. It provides forward and backward traceability. It helps faster impact analysis and reliable assessment to ensure all the business requirements are covered.



14. WHAT IS "ROI"?

ROI Stands for

Return on Investment

ROI measures the amount of return on an investment, relative to the investment's cost. It is an important metric for approval of an initiative or a project.

15. WHAT IS "UAT"?

UAT Stands for

User Acceptance Testing

UAT verifies whether the developed software works inline with the business requirements for the end user. It focuses on the user-facing aspect of the software and are carried out by the end users.

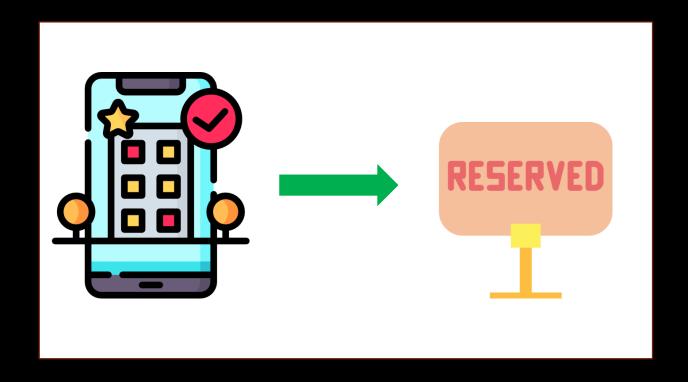


BUSINESS ANALYST INTERVIEW QUESTIONS & ANSWERS

[TOP 9] INTERVIEW QUESTIONS ONTESTING

CASE STUDY

A Movie Theatre "XYZ Cinemas" is looking to build a digital channel for allowing their customers to book their movie tickets online.



1. WHAT IS THE ROLE OF A BUSINESS ANALYST DURING TESTING PHASE?

SYSTEM INTEGRATION TESTING (SIT)

- Requirement Walkthrough to Testers
- Review of Test Scenarios & Test Cases
- Checking Requirements Traceability
- Checking validity of Defect raised before assigning to Development Team
- Articulating Business Impact & assisting in defect prioritisation

USER ACCEPTANCE TESTING (UAT)

- Requirement Walkthrough to Business Users
- Review/Creation of Test Scenarios & Test Cases
- Checking Requirements Traceability
- Checking validity of Defect raised before assigning to Development Team
- Articulating Business Impact & assisting in defect prioritisation
- Test Management & Reporting

2. WHAT IS FUNCTIONAL & REGRESSION TESTING?

FUNCTIONAL TESTING

Refers to testing of functionalities developed as part of current release.

REGRESSION TESTING

Refers to testing of existing functionalities and ensuring that they work fine post the deployment of the new functionalities or bug fix.

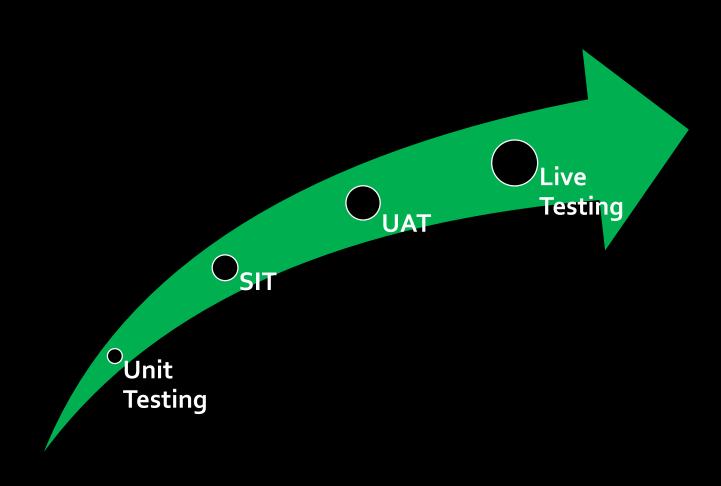
Example:

The new release delivers the online payment functionality. Post this release the customer can make online payments for the movie tickets which they have booked using the online application.

Functional Testing: Testing of online payment functionality

Regression testing: Testing of registering, login, seats selection functionalities in addition to online payment functionality

3. WHAT ARE DIFFERENT LEVELS OF TESTING?



Watch the video walkthrough on YouTube: https://youtu.be/P-fluhHxWjQ

4. WHAT IS A TEST SCENARIO?

- A Test Scenario refers to a Particular Functionality which needs to be tested.
- Test Scenarios are created using
 - Use Cases (Waterfall)
 - Acceptance Criteria (Agile)

Example

Test Scenario 1: Check the search functionality for the movies

Test Scenario 2: Check the availability of seats for a particular movie.

Test Scenario 3: Check for the online payment functionality.

5. WHAT IS A TEST CASE / COMPONENTS OF TEST CASE?

A Test Case is defined as a series of actions executed to verify a particular functionality.

Example: Test Scenario1: Check the availability of seats for a particular movie.

Test Case: Test the seat availability display

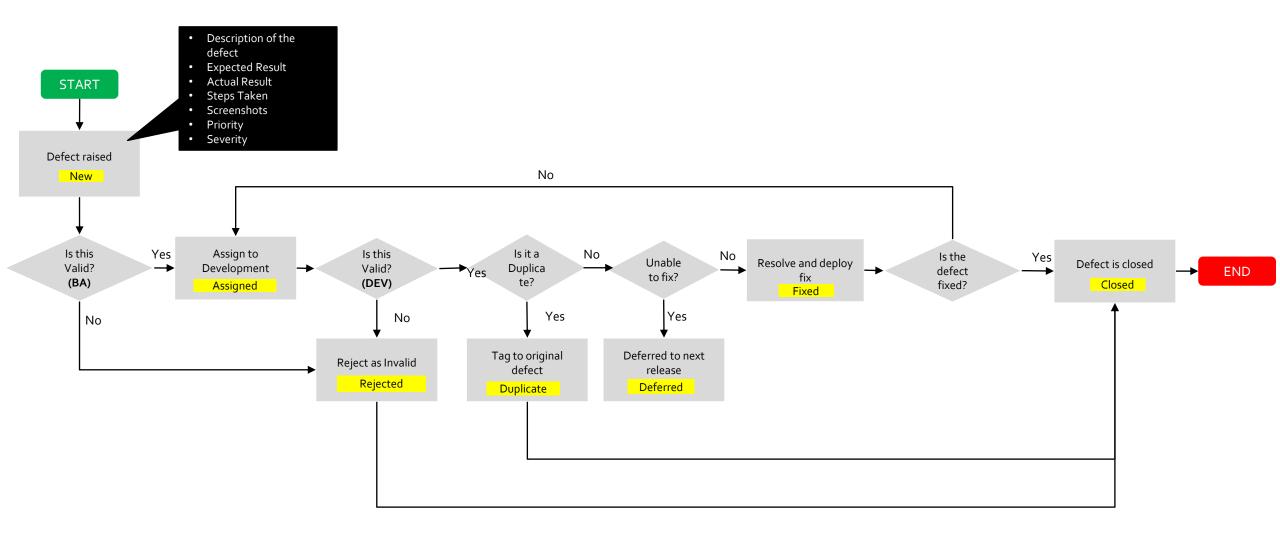
Step No	Step Description	Expected Result	Actual Result	Pass/Fail	Defect Id
1	Enter the XYZCinemas URL	XYZCinemas website should open in a browser			
2	Search for a particular movie	Searched movie should be displayed with the name and image.			
3	Click on the movie name or image	The timings list should be displayed			
4	Click on a particular time.	Seating arrangement should be displayed with available seats in white and reserved seats greyed out.			

Watch the video walkthrough on YouTube: https://youtu.be/P-fluhHxWjQ

5. WHAT IS A TEST CASE? (CONT.)

Step No	Step Description	Expected Result	Actual Result	Pass/Fail	Defect Id
1	Enter the XYZCinemas URL	XYZCinemas website should open in a browser	XYZCinemas website opens in a browser	PASS	
2	Search for a particular movie	Searched movie should be displayed with the name and image.	Movie name with the image is displayed.	PASS	
3	Click on the movie name or image	The timings list should be displayed	The timings list is displayed.	PASS	
4	Click on a particular time.	Seating arrangement should be displayed with available seats in white and reserved seats greyed out.	Seating arrangement is displayed with available seats greyed out	FAIL	12345

6. EXPLAIN THE DEFECT LIFE CYCLE?



7. DIFFERENCE BETWEEN PRIORITY & SEVERITY?

PRIORITY

- Priority defines the order in which a defect should be fixed.
- Priority is based on business value

SEVERITY

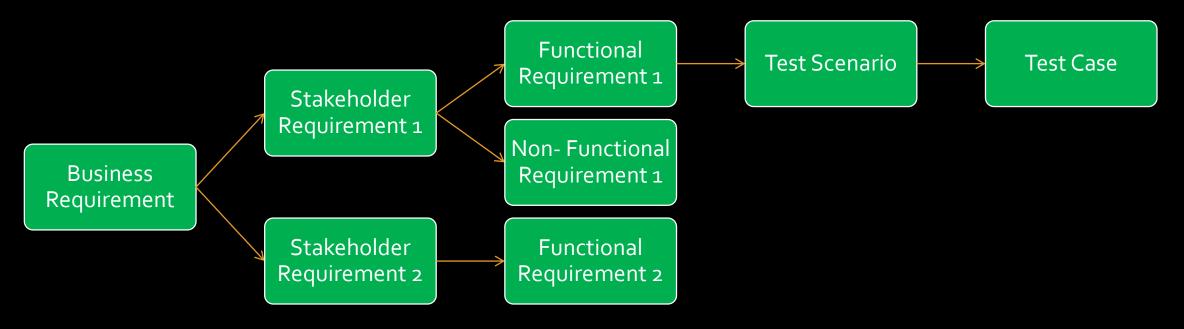
- Severity is the degree of impact a defect has on the operation of the application.
- Severity is based on Impact to functionality

High Priority & Low Severity	High Severity & Low Priority
XYZCinemas Company Logo is wrong	Footer Links not working on the XYZCinemas Online booking URL Eg: About Us

Watch the video walkthrough on YouTube: https://youtu.be/P-fluhHxWjQ

8. WHAT IS RTM OR REQUIREMENT TRACEABILITY MATRIX?

It is a matrix used to trace requirements. It provides forward and backward traceability (as shown below). It ensure all the business requirements are covered as part of testing.



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9. WHAT ARE TOOLS USED IN TESTING?

Purpose	Tools
Test Plan & Test Strategy Documentation	• MS Word
Test Case Documentation	 QC, ALM MS Office (Word, Excel) Google Sheets
Test Case Execution	QC,ALM
Defect Logging	 JIRA QC, ALM Bugzilla ClearQuest
Screenshots for Defects	 Snipping Tools like Snagit, Lightshot, Screentaker MS Paint
Database Testing	TOAD, Squirrel



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