**1. What is the role of a BA in an organization?**

That's simple! The business analyst is the one who analyzes the business of an organization. Their role is to find out the business requirements and gap areas within the organization, predict future issues that may arise and suggest appropriate solutions for the same (e.g. how to improve the quality of product or services).

The role of a BA varies from project to project, business to business, and even industry to industry. A BA's job is not limited to IT projects and can extend to other areas of the business such as marketing, finance and sales.

**2. How does a BA handle changes to requirements? What are some of the tools and documents useful in this regard?**

First of all, the BA should get a document signed by the relevant party that after a specific date, no changes to the requirements will be accepted.

After that, they will identify the changes, evaluate their impact on the project, assess the resources available for implementing them, and check whether the proposed measures affect functional documents, coding or testing in a project.

The tools they must be well-versed to use, in this regard include Microsoft Office, Rational tools and ERP systems.

**3. What are the documents used by a BA in a project?**

The list is pretty long, but major documents are Functional Specification document, Technical Specification document, Business requirement document, Use case diagram and Requirement Traceability Matrix, among others.

**4. What is benchmarking?**

It is the process of measuring the quality of an organization's products, policies and procedures against that of other companies or the industry standards. Benchmarking is used to measure an organization's competency and identify areas of improvement based on what other similar businesses are doing in the market and achieving their goals.

**5. What are the tasks that a BA is not required to do?**

It is not part of a BA's job to organize project team meetings, track a project's risks and issues, or be involved in functions such as coding, testing and programming.

**6. How can a BA handle difficult stakeholders?**

If there is a problematic stakeholder on the project team, the BA should identify them, politely hear out their objections and answer diplomatically.

They should also try to have a one-on-one meeting with the stakeholder to understand precisely what they are not comfortable with, to arrive at an agreeable decision mutually.

It is also essential for the BA to continuously and tactfully keep difficult stakeholders engaged and to assure them that their contributions are valued in the project.

**7. What are the various diagrams that a BA should know about?**

Some of the diagrams that a BA should be aware of include:

* Activity diagram (the flow from one activity to another)
* Data flow diagram (the flow of data into and out of the system)
* Class diagram (a fundamental building block for detailed programming)
* Entity-relationship diagram (a data modelling technique)
* Sequence diagram (shows how objects operate)
* Collaboration diagram (communication between the objects)

**8. What is the Kano Analysis?**

Kano Analysis is a powerful technique used to identify the end-user requirements for a new product. It deals with the needs of the end consumers of the product. The main attributes studied in this technique include threshold attributes (what a customer expects), performance attributes (what adds extra enjoyment to using the product) and excitement attributes (what a customer does not know about but is excited to discover).

**9. What are the core competencies of a BA?**

The core competencies are analytical thinking and decision-making, business process management, technical and soft skills, business and industry knowledge, and.

Since a BA acts as a link between the organization's IT and business activities, they should possess excellent problem-solving and negotiation skills. Given the operational nature of the role, a BA needs to have business and industry knowledge as well as the capability to think analytically and manage business processes efficiently.

**10. Explain the business analysis process flow?**

The steps involved in the business analysis process flow include gathering vital information, identifying the key stakeholders and the business objective, determining the available options/resources, defining the scope and delivery plan, outlining the requirements for a project, and implementing the changes and then evaluating their performance.

**11. How does CATWOE help in business analysis and decision-making?**

CATWOE stands for Customers, Actors, Transformation process, Worldview, Owners, and Environmental constraints. The acronym helps in making business decisions ahead of time. It also includes analyzing how these new processes or changes will affect the end customers.

CATWOE makes the users answer questions like, "Who has ownership of the business?" and "What environmental impact can be seen because of the new changes?"

**12. What is the purpose of the Requirement Traceability Matrix (RTM)?**

RTM is a type of technique that records all the requirements stated by a client. The purpose of RTM is to ensure that all of those requirements are met.

**13. How do you perform requirement gathering?**

In requirement gathering, each step involves specific tasks to perform, principles to follow and documents to produce. The steps include collecting background information, identifying stakeholders, discovering business objectives, evaluating options, defining scope, creating a business analyst delivery plan, defining project requirements, supporting implementation through SDLC and evaluating value added by project.

**14. What are the elicitation techniques in Business Analysis?**

The elicitation is a requirement gathering practice involving several techniques such as:

* Brainstorming
* Document analysis
* Interface analysis
* Prototyping
* Reverse engineering
* Conducting interviews, focus groups and surveys

**15. What is the System Requirements Specification (SRS), and what are its key elements?**

SRS is a set of documents that outline the features of a system or software application. It provides a high-level idea of the system and its functionality. The critical elements of SRS include the scope of work, functional requirements, non-functional requirements, dependencies, data model, assumptions, constraints and acceptance criteria.

**16. What is a use case, and how do you design one?**

A use case is an integral part of the software modelling technique. It is a diagrammatic representation of a system that describes how someone can use the system to accomplish a goal.

The steps involved in designing a use case include identifying the users of a system and creating a profile for each category of them; defining the essential goals associated with each group, creating the use cases for each goal based on a user template, and structuring, and reviewing and validating the use cases.

**17. What is scope creep, and how do you avoid it?**

Scope creep, or requirement creep refers to unplanned deviations or changes in a project's scope within the same resource range. It is often a result of poor communication. It can be avoided by clearly documenting the project scope, following suitable change management methods, intimating the effects of changes to all the parties in advance and properly documenting all new requirements in the project log.

**18. What is UML modelling?**

UML, or Unified Modelling Language, is an industry-standard used for documenting, constructing and visualizing the different parts in a system. It is used mostly for software development, but also for describing job roles, business processes and organizational functions.

Some of the critical diagrams that business analysts use in UML modelling include state diagrams, class diagrams and use cases.

**19. What is process design?**

Process design is a technique that helps businesses to analyze challenges and find practical solutions for them. It involves the creation of workflows to get the best possible outcome in the shortest possible time in a project.

**20. What are the essential qualities of an Agile BA?**

The essential qualities of an Agile BA include collaborating with product owners and developers to elicit requirements, iteratively doing requirement elicitation, developing realistic functional requirements, and making requirement specifications as lightweight as possible.

An Agile BA also has technical soundness and awareness of agile terminology with a strong focus on the just-enough project requirement and test criteria.

**Q1) Define exceptions?**

**Ans:** An abnormal error or results that occur in an application.

**Q2) What, according to you, are the major problems that a business can face in the present time?**

**Ans:** Businesses are becoming more and more challenging at the present time. This is mainly because there are a lot of problems and issues they need to deal with to overcome the gap between the clients and the products. The main issue is finding the target audience. Marketing advertisements and campaigns don’t let businesses get the desired outcome when they lack it. In addition to this, there can be problems with quality. Moreover, anything that is enhancing the gap between a customer and an organization is nothing but the problems businesses usually face

**Q3) Do you think different business models can create a challenge for the Business Analyst?**

**Ans:** Well, it all depends on the credentials and skills of a professional in this domain. Although different businesses adopt different models that can highly impact the methods and other strategies, there are scenarios that are common among the different models that organizations are adopting these days.

**Q4) What according to you is the biggest problem a newly established business can face?**

**Ans:** Recognition in the market is something that is important. In the time when the competition is already there in every sector and there are major game players who have established themselves in the market need to have competed only through the strategies that are innovative. Also, business with new establishments generally doesn’t have access to technology.

**Q5) As a business Analyst, what would be the first strategy that you will opt for when it comes to solving the problems?**

**Ans:** A business analysis should have one supreme quality and i.e. the ability to lead a team and thus leadership matters a lot than anything else. The good technical knowledge about the domain also largely matters. In addition to this, effective communication with others also eliminates a lot of barriers for businesses.

**Q6) What according to you is the principle of solving problems that is related to a business?**

**Ans:** Nothing matters more than patience. One of the common sayings is Rome was not built in a day. Thus, dedication and patience probably find an effective solution to a problem. A business analyst must know about this.

**Q7) Do you think IT plays an important role in Business Analysis?**

**Ans:** Of course, in the present time, everything is based on technology and without the same; it is not possible for businesses to get the best out of their investment. There are several technology tools that are helpful in this domain, and businesses should pay close attention to them and make sure those handling analysis tasks must have access to the same.

**Q8) What is the significance of reporting in the Business Analysis according to you?**

**Ans:** Reporting is the base of every action taken that can affect business. It simply let the others pay close attention to the facts that need to be strengthening for enabling the businesses to keep up the pace. Because Analysis is a task that actually aims to find the best solutions to the issues a business is genera rating, there is always a need to explain the problems first and their causes. Reporting always makes sure that businesses can get the best out of the efforts with the help of reporting.

**Q9) Do you think that a Business Analyst should have technical knowledge?**

**Ans:** The Business Analyst has to access a lot of technology to find solutions to the problems concerned with the business. It is not always possible for them to depend on the other resources or employees for accessing the same. Thus, they must have good knowledge about the same. If a business analyst is from an IT background, there is nothing wrong to say that innovative solutions to the problems can also be assured by the organizations.

**Q10) Suppose you are helping a department in the organizations and at the same time, the problems arrived in another department? Would you leave the current task to solve the problem of the latter?**

**Ans:** It all depends on the nature of the problem, its priority, and who is involved in the issue. Sometimes the department directly reports the management and others deal with the production. Of course, both matters and can create confusion for the analyst; it would always be good for the professional to be clear with the priorities.

**Q11) Can document assessment be a part of the business analysis?**

**Ans:** It is one of the very important parts of the same. This is because the documents are the prime source of information for any professional dealing with the problem. The best part is documented can sometimes provide information about the actions taken when the last time similar problems arrived. It can be judged whether the same strategies work again or they will impose a challenge.

**Q13) What according to you is the best strategy to solve a problem?**

**Ans:** Well, first of all, it is assured whether the same problem declared its presence in the past or it’s the first time the business is facing the challenge. If the problem is new, a close eye to be kept on the actions taken by the other businesses that faced it recently. Of course, this can derive a lot of useful information about the best possible actions that can be taken in a very reliable manner. The problem should completely be analyzed and assured that it wouldn’t transform itself in the shortest possible time. The advice from the team also largely matters.

**Q14) Who is a Business Developer according to you?**

**Ans:** A Business developer is a professional who works hard to let the organization identify their exact needs as well as the opportunities. He/she is also responsible for deciding the best available opportunities for the business and taking all the moral decisions associated with the same.

**Q15) Can you tell something about the Business Model analysis?**

**Ans:** It is basically an approach that is useful for enabling the businesses or the experts to define the policies bounding an organization and the market approaches that are common for the business.

**Q16) What is the significance of Process Design?**

**Ans:** Process design is something that largely matters in a business aiming to analyze all the challenges to find an effective solution. It is an approach that simply let them standardize the workflows that largely matters. Boosting the same can simply boost the quality and businesses can make sure that they can get the desired outcome in the shortest possible time.

**Q17) Name any two documents that are directly related to a use case?**

**Ans:** These are the System Design Document and Functional Design Document. Both of these documents simply help the Business Analyst to make sure of superior outcomes without compromising with anything

**Q18) How well can you explain the System Analysis in a business?**

**Ans:** It is nothing but a simple process of interpretation of the business needs and all the rules imposed by the management for the use of technical systems. The restrictions and the boundations largely matters and businesses should pay very close attention to the same.

**Q19) As a Business Analyst, what are your views on the inter-organization migration of employees?**

**Ans:** Well, sometimes the problems declare their presence because of no other reason than no proper resources. In the current time, most of the members of a business workforce have good technical knowledge. Even employees have the interest to work with other departments in some cases. Migrating the employees from one department to another is generally not common but is can solve a very large number of business problems if this is managed by a team of experts. Business Analysts often perform this task to get the best possible outcome.

**Q20) Can you analyze the financial problems a business is facing?**

**Ans:** The answer could be yes if you are from a financial background. Otherwise, you tell whatever your knowledge about financial management and the strategies if you have any knowledge about the same.

**Q21) What would be the prime aim of Businesses to hire Business Analysts according to you?**

**Ans:** Well, a business analyst is an expert who generally works to enable the organization to improve the quality of products/services they are offering. Generally, a Business Analyst finds the root cause of the problems a business is facing and how they can be avoided in the shortest possible time.

**Q22) Do you think a Business analyst should be engaged in testing and integrating new solutions?**

**Ans:** Of course, this is because a business analyst has the right knowledge about the challenges associated with most of the tasks. Very useful information can be driven and the testing procedures can be made more useful. In addition to this, a business analyst can simply guide an organization on what better can be done in a solution while it is under a test.

**Q24) Why participating in the Implementation of anything in a business is important for the Business analysts?**

**Ans:** The Business Analysts have to work on various domains and have to derive the best possible solutions against the problems associated. Taking part in the implementation of the tasks simply lets them know more about their jobs. There are actually a lot of problems that can be seen when the practical implementation of any policy, task, strategy or business activity. The Analyst can provide guidance in solving the problems and can gain more knowledge that can help them in the future.

**Q25) What does UML stand for?**

**Ans:** It means Unified Modeling Language

**Q26) Can a Business Analyst help in the development of Training material?**

**Ans:** Yes, a Business Analyst can simply help and this is because they have a lot of knowledge about training the employees as they need to engage themselves most of the time with problem-solving.

**Q27) How a project manager can be compared to a Business analyst?**

**Ans:** A Project Manager is responsible for the building and accomplishment of a project for an organization while on the other hand, a Business Analyst can let the business know about the various pros and cons associated with the actual implementation of the same. A Business Analyst can help project managers in making their outcome supreme and free from all the errors.

**Q28) What does KPI stand for?**

**Ans:** It stands for Key Performance Indicator

**Q29) Do you think a Business Analyst would be good at finding information from unstructured data?**

**Ans:** This is something that largely matters for a BA as the best solutions to a problem can be anywhere. Dealing with such data may take time, but a professional can come out with the best possible solutions to the problems.

**Q30) What is the difference between post-implementation and pre-implementation problems of a project? What is the role of a BA in managing them both?**

**Ans:** The problems that declare their presence before a project is actually executed or implemented are known as pre-implementation problems while the ones that come after the implementation of the same are post-implementation problems. Well, most of the problems come after the implementation of a project. A good Business Analyst cannot overcome them all but can impose a limit on the same. In fact, a BA always works to make sure that both the pre and post-implementation problems can be avoided up to a great extent within the minimum possible time.

**Q31) What does INVEST stand for?**

**Ans:** It simply means Independent, Negotiable, Valuable, Estimable, properly sized, and Testable. It defines the ability of a problem actually.

**Q32) What are extended, define them?**

**Ans:** <> are the activities that occur in any use case.

**Q33) Name the documents useful in use cases?**

**Ans:**

1. Functional Requirement Document i.e., FRD
2. System Design Document i.e., SDD

**Q34) Business Analyst Vs Business Analysis**

**Ans:** We can define Business Analysis a methodology executed by the Business Analyst.

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**Q35) What do you mean an INVEST?**

**Ans:** INVEST --> I stands for Independent, N stands for Negotiable, V stands for Valuable, E stands for Estimable, S stands for Sized Appropriately, T stands for Testable. It helps in assisting the project managers as well as a technical team to distribute quality products/services.

**Q36) What do you mean by SaaS?**

**Ans:** SaaS - Software As A Service in cloud computing. Unlike other software no need to install on your system. But one thing you need to have is a Web Browser with an Internet connection to use it.

**Q37) What is Pugh Matrix?**

**Ans:** Pugh Matrix - Helps to decide the most optimal & alternate product solutions. As this technique is a standard line of the Six Sigma technique, it is known as the design matrix/problem.

**Q38) FMEA in Business Analysis?**

**Ans:** FMEA - Failure Mode & Effects Analysis. Helps for failure analysis, used for product development, operations management & system engineering. This analysis helps in figuring out distinct failure modes in any system and their severity.

**Q39) JAD stands for?**

#### 1. Who is Business Analyst?

**Answer:** A business analyst works as a bridge between different stakeholders in an organization. He connects with the different stakeholders of an organization to clarify and finalize the requirements, helps the project team in project planning, designing and finally validating the developed components. He is the person who possesses adequate domain knowledge and can sort the business needs amongst the stakeholders who belong to different domains.

#### 2. Name some of the documents that a business analyst use to handle?

**Answer:** Following are some of the common documents that a business analyst use to handle:

* Project vision document
* Use cases
* Requirement Management Plan
* User stories
* Requirement Traceability Matrix (RTM)
* Business Requirement Document
* System Requirement Specification (SRS)/ System Requirement Document (SRD)
* Test case
* Functional Requirement Specification (FRS)/ Functional Specification Document (FSD)

#### 3. What is SRS and what are its key elements?

**Answer:** A System Requirements Specification (SRS) or a Software Requirements Specification is a document or set of documents that describe the features of a system or software application. It includes a variety of elements which define the intended functionality required by the stakeholders and customer to satisfy the end users.

In addition to that, an SRS provides a high-level idea of the system and its behavior, the main supported business processes, the assumptions and the key performance parameters for the system. The key elements of an SRS are:

* Scope of Work
* Functional Requirements
* Non-Functional Requirements
* Dependencies
* Data Model
* Assumptions
* Constraints
* Acceptance Criteria

#### 4. What is a requirement?

**Answer:** A requirement is a targeted solution to achieve specific business goals or objectives. It is an input to various stages of SDLC. This is a basis of a project which must be validated by the stakeholders and business users before implementation. Besides that, every requirement needs to be properly documented for future reference purpose.

#### 5. What is Use case?

**Answer:** A use case is a diagrammatic representation of a system which describes how a user uses a system to accomplish a goal. It is an integral part of software engineering and software modelling technique which defines the targeted features and the resolution of any possible errors which a user may encounter.

#### 6. What are the steps that you need to follow to design a use case?

**Answer:** The steps in designing use cases are:

* Identify the users of the system
* Creating a user profile for each category of users. This includes all roles that the users may play and relevant to the system.
* Identify essential goals associated with each role. Also, identifying the significant roles.
* Creating use cases for every goal associated for a use case template. This also includes maintaining the same abstraction level for the entire use case. Higher level use case steps are considered as goals for the lower level.
* Structuring the use cases
* Reviewing and validating the users

#### 7. What is Scope creep and how can you avoid scope creep?

**Answer:** Scope creep, or requirement creep is a term that relates to the uncontrolled changes or deviation in the project’s scope within the same resource range for example within same schedule and budget of the project. It’s an indication of poor project management and a viable risk to a project. Some of the possible causes of scope creep are:

* Poor communication between the project’s stakeholders
* Improper documentation of the project’s requirements

Scope creep could be avoided by:

* Clear documentation about the project scope
* Following proper change management
* Prior intimation about the effects of the changes to the associated parties
* Proper documentation of the new requirements in the project log
* Refrain from Gold Plating which means adding extra features to the existing functionalities

#### 8. What is BRD? How is it different from SRS?

**Answer:** A Business Requirements Document (BRD) is a formal contract between the customer and the organization for a product.

The difference between BRD and SRS are as follows:

|  |  |
| --- | --- |
| **BRD** | **SRS** |
| It is a high-level functional specification of the software. | It is a high level functional and technical specification of the software |
| It is a formal document to describe the requirement provided by the client (written, verbal) | It describes the functional and non-functional requirements of the software to be developed |
| The Business Analyst creates it after their direct interaction with the clients | The System Architect creates it as it needs technical expertise. Though sometimes Bas too can create it. |
| It is derived based on the requirements and client interaction | It is derived from the BRS |

#### 9. What is Gap Analysis?

**Answer:** Gap Analysis is a technique to analyze the gap between the existing system and functionalities, and the targeted system. Here gap means the amount of task or change that may be required to get the intended result. It’s a performance level comparison between the present and the proposed functionalities.

#### 10. What is requirement prioritization? What are the different techniques used for it?

**Answer:** Requirements prioritization is the process to allocate requirements based on the business urgency to different phases, schedule, cost, etc.

There are various techniques which are used for requirements prioritization:

* MoSCoW Technique
* Requirements Ranking Method
* 100-dollar method
* Kano Analysis & More
* Five Whys

#### 11. What is the requirement elicitation technique?

**Answer:** Requirement elicitation is the process of requirement gathering from stakeholders, users, and customers by conducting meetings, questionnaires, interviews, brainstorming prototyping, sessions, etc.

#### 12. What is the fundamental difference between a requirement and need in a business analysis perspective?

**Answer:** Needs are high-level definitions of the future goals of a business. Whereas, Requirements are the representation of the detailed description of that business needs.

#### 13. What are non-functional requirements and how do you capture them?

**Answer:** Non-functional requirements represent the performance level characteristics like how fast it can respond, how smooth is a user interface, security, etc. of the application under development (AUD).  
No functional requirements are captured in the SRS document in its designated section.

#### 14. What are the skills that a business analyst must possess?

**Answer:** We can broadly categorize the skills of a business analyst in three types:

* Fundamental skills
* Technical skills
* Business Analysis skills

For each of the above categories a business analyst should possess some skills as mentioned below:

|  |  |
| --- | --- |
| **Skill category** | **Skills** |
| **Fundamental skills** | * **Problem Solving** * **Communication** * **Management skills** * **Research** |
| **Technical skills** | * **IT skills like MS Office, Operating systems, Programming languages, Knowledge of database, SDLC knowledge, Domain knowledge** |
| **Business Analysis skills** | * **Requirement Elicitation** * **Documentation** * **Decision making** * **Creativity** * **Analytical skills** |

#### 15. How will you define a good quality requirement as a business analyst?

**Answer:** We can measure the quality of a requirement using SMART rule. As per this rule, a good quality requirement should be:

**Specific:** The requirement should be specific and could be documented properly  
**Measurable:** Different parameters can measure the success criteria of the requirement  
**Attainable:** The requirement should be feasible within the scope of the given resources  
**Relevant:** The requirement must be in line with the project’s business case  
**Timely:** The requirement should be communicated early in the project lifecycle

#### 17. What is alternate flow in use case diagram?

**Answer:** It is an alternative solution or activity in a use case that should be followed in case of any failure in the system.

#### 18. Define Personas?

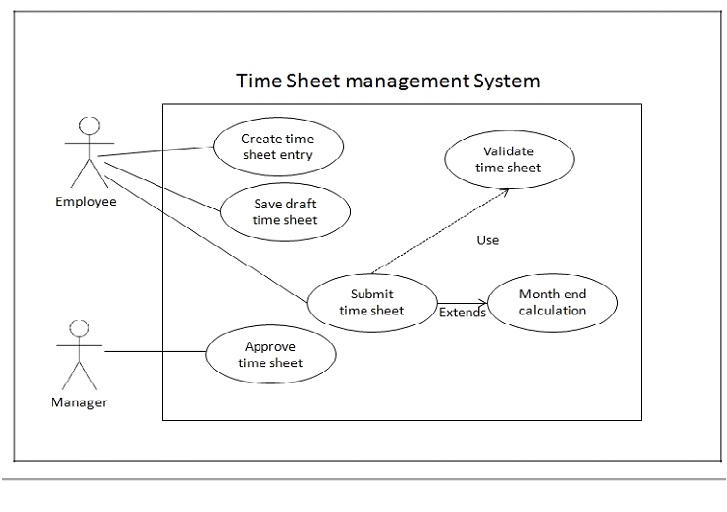
**Answer:** Personas represents User-Centered Design methodologies. To enable an application capable of performing on a demographic basis, fictional characters are conceptualized by the business analysts and based on their possible demographic specific behavior scenarios are created during design.

#### 19. What is an activity diagram and what are the important elements of it?

**Answer:** An activity diagram is a visual representation of the workflow of a business use case. This diagram shows various activities that take place in an organization in different departments like HR, Sales, Accounts, etc. The activity diagram highlights the differences in the departments.   
The important elements in Activity diagram are initial nodes, activities, control flows, decisions, a fork, guard conditions, join and end nodes.

#### 20. What is UML modelling?

**Answer:** UML stands for Unified Modelling Language. It is a standard that the industry uses for documenting, constructing and visualizing various components of a system. This modelling standard is primarily used for software development. However, it is also used for describing job roles, organizational functions, and business processes. Some of the important diagrams that BAs use as part of UML are the class diagram, state diagrams and use cases.



#### 21. What are the best practices to follow while writing a use case?

**Answer:** Some of the best practices to write a use case are as follows:

* To become a valid use case, the use case must provide some value back to the actor or stakeholder.
* The functional and non-functional requirements must be captured appropriately in the use case.
* The use case must have one or more alternate flow along with the main flow.
* The use case should only describe what the system does and not how it is done which means it will not describe the design. It will act as a black box from the viewpoint of an actor.
* The use case should not have any, i.e. it should be stand alone.

#### 22. What is the difference between exception flow and alternate flow?

**Answer:** Alternate flow are the alternative actions that can be performed apart for the main flow and can be considered as an optional flow.   
Exception flow is the path traversed in case of any exception or error.

#### 23. Do you think a business analyst should be involved in testing?

**Answer:** Yes. Because a business analyst understands the overall system requirements and challenges associated with it very well. Hence, he can be instrumental during the testing phase to run it appropriately and resolve any system related query.

#### 24. What does INVEST stand for?

**Answer:** INVEST stands for –

* Independent
* Negotiable
* Valuable
* Estimable
* Sized Appropriately
* Testable

It can assist project managers and technical team to deliver quality products/services.

#### 25. What is Pareto Analysis?

**Answer:** Pareto Analysis which is also known as 80/20 rule is a decision-making technique. It is a useful technique for defect resolution and quality control. As per this analysis rule, 20 % causes create 80 % effects in a system, which is why it is named as 80/20 rule.

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#### 26. What is BPMN and what are its basic elements?

**Answer:** BPMN is the Business Process Model and Notation. It is a graphical representation of business processes.

There are five basic elements of BPMN, and they are –

* Flow Objects
* Data
* Connecting Objects
* Swimlanes
* Artifacts

#### 27. What is Kano analysis?

**Answer:** Kano Analysis is used to analyze a system regarding its requirements to identify its impact on customers’ satisfaction.

#### 28. What are the different types of actors you know in use case diagram?

**Answer:** There are mainly two types of actors can be depicted in a Use case-

* Primary actors – It starts the process
* Secondary actors – It assists the primary actor

Moreover, we can categorized actors into four types :

* Human
* System
* Hardware
* Timer

#### 29. What are the different types of the gap that a business analyst can encounter during gap analysis?

**Answer:** There are mainly four types of gap –

* **Performance Gap** – The difference between expected performance and the actual performance
* **Product/Market Gap** – The gap between budgeted sales and actual sales is termed as product/market gap
* **Profit Gap** – The variance between a targeted and actual profit of the company.
* **Manpower Gap** – The gap between the required number and quality of workforce and actual strength in the organization

#### 30. What is Benchmarking?

**Answer:** Benchmarking is about measuring the performance of an organization to compete in the industry. In this process, a company may measure its policies, performance, rules and other measures.

#### 31. How do you decide that as a business analyst you have gathered all the requirements?

**Answer:** We can conclude that all the requirements are gathered only when –

* It is validated and approved by the business users.
* The requirements are appropriately aligned with the project’s business requirements.
* The requirements can be implemented with the available resources.
* All the key business stakeholders are aligned with the elicited requirements.

#### 32. How do you perform requirement gathering?

**Answer:** The requirement gathering process is generally divided into multiple steps which are agnostic to the SDLC cycle. Each step involves:

* specific tasks to perform
* principles to follow
* documents to produce

**The steps are as follows:**

**Step 1:** Gather Background Information – This may include collecting background information about the project, analyzing any potential risk associated with the project. Techniques like PESTLE analysis, Porter’s Five forces framework could be used for this purpose.

**Step 2:** Identify Stakeholders – They are the decision makers of a project and approver for requirements and priorities. Stakeholders may range from project owners to senior managers, end users, and even competitors.

**Step 3:** Discover Business Objectives – This is to understand the business needs of the project before going deep into the project. SWOT analysis, Benchmarking, analyzing business objectives SMART and listing business objectives are some of the techniques used for this purpose.

**Step 4:** Evaluate Options – This is to identify the options to achieve business objectives. Impact analysis, Risk analysis, Cost-benefit analysis are some of the methods which are used for this purpose.

**Step 5:** Scope Definition – A scope is a project development goal which is set based on the business objectives. A scope definition document is used to detail the goals for each phase of a project.

**Step 6:** Business Analyst Delivery Plan – Based on the project scope, stakeholders availability and project methodology a document called business analyst is created at this step. The document provides information on deliverables with their timeline.

**Step 7:** Define Project Requirements – In this step, two types of documents are used – Functional requirement document and Non-functional requirement document. Based on the development methodology to be used in the project the business analyst needs to clarify the requirements with the stakeholders by interviewing them on the requirements and get the sign off on the same.

**Step 8:** Support Implementation through SDLC – This is the technical implementation step of the requirements where a business analyst gets involved with different teams. This includes coordinating with the development team and testing team to ensure requirements are implemented as expected and appropriately tested against all the possible business scenarios. They also need to handle the change request which may arise from the stakeholders at the later point of time.

**Step 9:** Evaluate Value Added By Project – This is the continuous evaluation of the project to evaluate whether the business objectives implementation correctly meets the business needs outcome and timeline.

#### 33. Why it is necessary for a business analyst to get involved during the implementation of requirements?

**Answer:** Gaining domain knowledge and providing an analytical solution are the two major criteria of a business analyst. Hence, during actual implementation of a requirement or use case a business analyst can help to resolve many business strategies related problems that may arise during the implementation stage. On the contrary, they can learn from the problems which may help them to provide the solution in similar scenarios and also help to gain their domain knowledge.

#### 34. What are the problems that a business analyst may face?

**Answer:** From the initiation to post implementation of a project a business analyst may face the following problems –

* Employees related issues
* Technology related problems
* Access related
* Business policies related issues
* Business model errors

#### 35. Explain requirement elicitation strategy?

**Answer:** Requirement elicitation is the process to collect all the requirements related to a system from the end users, customers, and stakeholders. As per the BABOK guide, there are nine methods which can be used as part of requirement elicitation process, and these are:

* Brainstorming
* Interviews
* Observation
* Document Analysis  
  Focus Groups
* Requirements Workshops
* Interface Analysis
* Survey or Questionnaire
* Prototyping

#### 36. What is Business Model Analysis?

**Answer:** Business Model Analysis is a technique to analyze whether a business is viable and valuable regarding social, economic and other perspectives. The business model analysis provides the foundation for any required business model change and innovation for an organization.

#### 37. Do you think the role of a Business Analyst is a need for a project?

**Answer:** Yes, because the role of a Business analyst is extremely beneficial from the kick-off to the implementation of a project. Here are the top 5 reasons:

* During the project kick-off session, there are high possibilities that some technical queries come up from stakeholder and clients. As we don’t involve the technical project team during this phase and immediate answering is essential, a business analyst may play a pivotal role to answer those queries.
* The next phase after the kick-off session essentially involves some gap analysis, business process analysis, documentation, SOW review, project scheduling and of course preparing requirement specification documents.
* During the development and testing phase, a business analyst can play a significant role to resolve any requirement related queries from the project teams. Besides that, he can validate whether the requirements are correctly implemented and tested considering different functional and non-functional scenarios.
* In a waterfall model, new requirement or modification of requirements can be asked from stakeholder considering changing business needs. In this case business analyst is the person who can handle this change request with proper validation and analysis.

#### 38. What is the difference between Business analysis and Business Analytics?

**Answer:** The key difference between Business analysis and Business analytics is the first one is more functions and process related whereas the second one is data related.

**Business analysis** – recognizes business needs and determine the solutions to that problems. Tools and techniques like SWOT, PESTEL, CATWOE, MOST, FIVE WHY, etc. are used for business analysis.

**Business analytics** – handles data and analyze data to get insights into a business. Finally, it generates reports. Mainly four types of business analytics are used, and they are – descriptive analytics, decisive analytics, prescriptive analytics, and predictive analytics Tools and technologies like Big data, BI is used for this purpose.

#### 39. What is process design?

**Answer:** Process design is a way that helps a business to analyze the challenges in business and to find an effective solution for those. Through Process design workflows are created to get the best possible outcome in the shortest time.

40. What are the effective skills to solve any problem as a business analyst?  
**Answer:**

* Leadership skill
* Excellent communication skill
* Problem analysis skill
* Technical knowledge
* Domain knowledge

#### 41. What is the Agile Manifesto?

**Answer:** Agile Manifesto is a software guide about the Agile development principles which ensure iterative solutions.

#### 42. What are the essential qualities of an Agile BA?

**Answer:** An Agile BA must be able to:

* The BA is expected work collaborate with product owner and developers to elicit requirements. The BA also must work to develop realistic functional requirements.
* The BA must do requirement elicitation in an iterative way
* The BA must make requirement specifications, data models and business rules as much lightweight as possible.
* The BA must be technically sound so that he can understand how the components of the system interact with each other. Besides that, he must understand the agile terminologies as he acts as the middleman between the customer and the project team.
* The BA must concentrate on the just-enough requirement and test criteria to meet the just in time delivery goal of an agile project.

#### 43. When should you use Waterfall model instead of Scrum?

**Answer:** If the requirement is simple and specific, we should go for Waterfall model instead of Scrum.

#### 44. What are the four key phases of business development?

**Answer:** The four key phases of business development:

* Forming
* Storming
* Norming
* Performing

#### 45. What do you know about Kanban?

**Answer:** Kanban is a tool which helps the agile team to visually guide and manage the work as it progresses through the process. Besides, it works as a scheduling system in Agile just-in-time production. The Kanban board is used to describe the current development status.