Important Questions

Q1. Who is BA?

Ans.  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.

Q2. Name some of the documents that a business analyst used to handle?

Ans.  Following are some of the common documents that a business analyst uses 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)

Q3. What is SRS and what are its key element?

Ans. 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

Q4. What are the steps that you need to follow to design a use case?

Ans. 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

Q5. What is Scope creep and how you can avoid scope creep?

Ans.  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

Q6. What is BRD? How is it different from SRS?

Ans.  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 |

Q7. What is requirement Prioritization? What are the different techniques use for it?

Ans.  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

Q8. What is the requirement elicitation technique?

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

Q9. Give some name of Best Business Analysis Technique?

Ans. 1. SWOT Analysis

The term SWOT stands for its four elements–

* S- Strength
* W- Weakness
* O- Opportunities
* T- Threats

2. MOST Analysis

The term MOST stands for its four elements –

* M-Mission
* O-Objective
* S-Strategy
* T-Tactics

3. Business Process Modelling (BPM)

4. Use Case Modelling

5. Brainstorming

6. Non-functional Requirement Analysis

7. PESTLE Analysis

* P- Political
* E – Economic
* S – Social
* T – Technological
* L- Legal
* E – Environmental

8. Requirement Analysis

9. User Stories

10. CATWOE

Q10. What is the requirement elicitation technique?

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

Q11. What are non-functional requirements and how do you capture them?

Ans.  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.

Q12. What are the skills that a business analyst must possess?

Ans.  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** |

Q13. Which documents are used to capture non-functional requirements?

Ans. There are two documents that are used to capture non-functional requirements, and they are:

* SDD (System Design Document)
* FRD (Functional Requirement Document)

Q14. Define Personas?

Ans.  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.

Q15. What is the difference between exception flow and alternate flow?

Ans. 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.

Q16. What does INVEST stand for?

Ans.  INVEST stands for –

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

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

Q17. What is BPMN and what are its basic elements?

Ans. 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
* Swim lanes
* Artifacts

Q18. How do you perform requirement gathering?

Ans.  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.

Q19. What is business model analysis?

Ans.  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.

Q20. What is the difference between business analysis and business analytics?

Ans.  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.

Q21.What is process design?

Ans. 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.

Q22. What is Agile Manifesto?

Ans. Agile Manifesto is a software guide about the Agile development principles which ensure iterative solutions.

Q23. What are the four key Phases of business development?

Ans. The four key phases of business development:

* Forming
* Storming
* Norming
* Performing

Q24. What do you know about Kanban?

Ans.  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.

Q25. What are the different types of Agile methodologies?

Ans.  Some of the well-known agile methodologies are:

* Scrum
* Lean software development and Extreme Programming (XP)
* Feature-driven development (FDD)
* Crystal Methodology
* DSDM (Dynamic Software Development Method)

Q26. Difference between extreme programming and scrum?

Ans. Scrum and extreme programming both follow iterations which are known as sprints. However, the sprints in a Scrum process last up to two weeks to one month long whereas in extreme programming (XP) team the iteration lasts for one or two weeks. Extreme programming is more flexible than Scrum as Scrum does not allow any change in during iterations.

Though we have categorized the above business analyst interview questions based on the experience levels, however, it could be a mixed and match for any career level depending on the organization and their requirement.

Q27. Can you name the tools that are helpful for business analysis?

Ans.  The process performed by a BA is termed as Business Analysis. The tools used by a BA are Rational tools, Microsoft Excel, Microsoft Word, Power Point, MS Project, ERP systems.

Q28.What is meant by Benchmarking?

Ans. 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.

Q29. Differentiate a Risk and an issue?

Ans. ‘[Risk](https://www.softwaretestinghelp.com/types-of-risks-in-software-projects/)’ is nothing but a problem or something that can be predicted earlier so that some improvement plans are used to handle them. Whereas an ‘Issue’ means the risk that had happened or occurred.

Q30. Which model is better than waterfall model and spiral model?

Ans. Selecting the life cycle model for a project is based on its type, scope, and limitations. It is solely dependent on the culture of the organization, their terms, and conditions, policies, a process of developing the system etc.

Q31. Define Pareto Analysis?

Ans.  Pareto Analysis is a proper technique used in decision-making for quality control activities and also used in tracing out the resolutions for defects. Basically, it is categorized as a decision-making technique based on its statistics that, with a limited number of selected inputs we can have a great impact on the outcome.

It is also termed as 80/20 rule because as per this analysis 80% of the benefits of a project are achieved from 20% of the work.

Q32.What is use case?

Ans.  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.

Q33. What is Gap Analysis?

Ans. 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.

Q34. What is UML modelling?

Ans.  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.

Q35. What are the different types of actors you know in use case diagram?

Ans.  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

Q36. What are the essential qualities of an Agile BA?

Ans.  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.

Q37. When should you use Waterfall model instead of Scrum?

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

Q38. As a business analyst you have to work with all types of people in different positions throughout a company. How would you deal with a difficult stack holder?

Ans. You have to be able to navigate different personalities and positions as a business analyst. A candidate who knows how to deal with all types of people at all levels of business is the key to success.

* Problem skills
* Communication skills
* Ability to diffuse difficult situations

Example: "First I'd try to determine why they were upset or being difficult; once you know what the problem is you can better tackle the issue. Once I had an understanding of what their concerns were when the opportunity arose, I'd seek to address their issues with a measured, reasoned response backed up with the necessary data to bolster the points I'm addressing."

Q39.Name three types of diagrams or charts that business analyst use, and explain Why they are important?

Ans. Business analysts use numerous charts, diagrams and other documents. You want to ensure the candidate is familiar with these documents and understands how to apply them to clients' cases.

* Visual modeling
* Understanding basic business analyst charts
* Understand how to implement those charts

Example: "First there are flowcharts. They are essential because they provide a visual representation of a system, which is easy for clients to understand. There are also Activity Diagrams, and their purpose is to showcase the diverse activities occurring in different departments. And then there are Use Case Diagrams that show who interacts with a system and what primary goals they achieve with it."

Q40. Tell me about your typical approach to a project?

Ans. This question is looking both to understand your [business analysis process](http://www.bridging-the-gap.com/business-analysis-process/) and see how flexible you might be. If you start spouting lists of deliverables and processes, you’ll probably turn most hiring managers off. Instead, speak to the general phases or [types of deliverables](http://www.bridging-the-gap.com/what-requirements-specifications-do-business-analysts-create/) you tend to create and let them know how you’ve customized specific approaches to the project needs. Then ask about their project and business analysis processes.

Q41. How do you deal with difficult stakeholders?

Ans. This one can crop up in a variety of forms, depending on the difficulties perceived by your interviewer. This question is nice because it gives you a bit of insight into the challenges you might face at this organization, which you’ll want to understand before you [accept an offer](http://www.bridging-the-gap.com/business-analyst-job-offer-decision/).

Like many interview questions, you’ll gain the most confidence from your reviewer if you provide a direct answer and then speak to a similar challenge you had in a previous stakeholder environment. Working with difficult stakeholders is one of those areas where your [transferable soft skills](http://www.bridging-the-gap.com/5-transferable-soft-skills-that-will-catapult-your-ba-career-forward/) are extremely important, so even if you don’t have a relevant BA experience, be ready to speak to a relevant experience from a different profession.

Q42. Which are the types of diagram you use most and why?

Ans. **Possible answer 1:**

*Various types of diagrams are used. Some of my favourite ones are activity diagrams, data flow diagram, use-case diagram, class diagram, sequence diagram, and a collaboration diagram. I personally like to merge diagrams to have a more coherent approach.*

**Possible answer 2:**

*I have found the most effective diagrams to be Product roadmaps, feature mind maps, and process flow diagrams. I am also well versed with other forms of diagrams such as class diagrams, sequence diagrams, and of course activity diagrams.*

Q43.What does OLTP stand for? What is its use?

Ans. . [OLTP](https://www.techopedia.com/definition/24436/online-transaction-processing-oltp) or Online transaction Processing helps in data entry and processing for the purpose of data management and interpretation into the database.

Q44. What is SaaS?

Ans. SaaS stands for software as a service. Since it is based on a cloud, a web browser is required to use the software. A very popular example is an online email service like Gmail.

Q45. What are the key feature of gap analysis?

Ans. [GAP Analysis](https://www.projectmanagement.com/wikis/233055/Gap-Analysis) is used to address differences that are noticed in the performances between business information system and actual performances in terms of metrics. A GAP Analysis identifies the problems and is directed towards a plan to rectify the issues.

Q46. What is the importance of FMEA?

Ans. Failure modes and effects analysis provides detailed possible [failure scenarios](http://asq.org/learn-about-quality/process-analysis-tools/overview/fmea.html) at every step.

Q47. When would you use Pugh Matrix?

Ans. It is a [decision-making method](https://www.decision-making-confidence.com/pugh-matrix.html) that helps in evaluation of advantages and disadvantages against a reference system.

Q48. What is understood by Application Usability?

Ans. If the interaction between a user and a system is seamless, it is said to have good application usability. It is the sum total of navigation experience of a user.

Q49. Define a database transaction?

Ans. Any change within the database is called a database transaction. It can be in the form of addition, deletion, modification, searching to name a few.

Q50. Can you explain the meaning of SQUARE?

Ans. SQUARE or Security Quality Requirements Engineering helps to document system security requirements.

Q51. What is BCG matrix?

Ans. [Boston Consulting Group matrix](https://www.strategicmanagementinsight.com/tools/bcg-matrix-growth-share.html) helps plan long-term strategies with the help of two dimension analysis of market growth and share.