**Nurturing Process - Capstone Project3– Part -2/2 V2D2 August 2024**

**Q1. What is the difference between Brainstorming and JAD Sessions? 3 Marks**

**Brainstorming**

* Brain storming technique contain group of stake holders to give deep thought about particular topic.This technique basically useful in developing new ideas.
* Group discussion among stakeholders to collect ideas to include the relevant requirements.
* Brainstorming can be done either individually or in groups. The ideas collected can then be reviewed/analyzed and where relevant included within the system requirements.
* Tehniques last for about 2-3 hours
* Brain Storming covers all of the mentioned subjects.

**JAD Sessions**

* JAD is conducted by bringing Stake holder and developer together at same place. JAD provide high accurate level of requirement.Though JAD are conducted for different types purpose in SDLC JAD is Mostly conducted in two Ways, One is as eliciting technique and second is to clarify development teams doubts.
* The session conduct among selected stakeholders (business client+system developer) to get more refined requirements
* JAD technique is an extended, facilitated workshop. It involves collaboration between stakeholders and systems analysts to identify needs or requirements in a concentrated and focused effort.
* JAD Sessions last for about 2-3 days
* JAD covers technology used for the development.

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|  | **Brainstorming** | **JAD Sessions** |
| Purpose | Generate a large number of creative ideas and solutions quickly. | Gather detailed requirements and develop solutions collaboratively. |
| Goal | Idea generation | Requirement gathering & solution development |
| Structure | Free-flowing discussion, encouraging all ideas without immediate evaluation. | Highly structured workshop with predefined objectives and agenda. |
| Participants | Typically a diverse group of people from various backgrounds, including stakeholders, team members, and sometimes external contributors. | A focused group including business users, IT professionals, and facilitators. |
| Facilitation | Usually led by a facilitator who encourages open thinking and records ideas. | Led by a JAD facilitator, ensuring structured discussions and decision-making. |
| Outcome | A list of ideas that can later be analyzed, refined, and prioritized. | Well-documented business requirements, system specifications, and consensus among stakeholders. |
| Best For | Early-stage ideation, problem-solving, and innovation. | Software development, requirement analysis, and complex project planning. |

**Q 2. Why Document Analysis is one of the compulsory technique we use in a Project? Justify – 3 Marks**

* Document Analysis is one of the compulsory elicitation technique for any project.
* Documentation of the system could provide lot of information which may include interface details, user manuals and software vendor manuals. It would be easy to transfer lot of information to a new system requirements documents.
* We have documentation about the current system which could provide some of the input for the new system requirements. Such documentation could include interface details, user manuals and software vendor manuals
* You may have documentation about your current system which could provide some of the input for the new system requirements. Such documentation (if it exists) could include interface details, user manuals, and software vendor manuals.
* Could be a lot of information and easy to transfer to a new system requirements document.
* Document Analysis is an important gathering technique. Evaluating the documentation of a present system can assist when making AS -IS process documents and also when driving the gap analysis for scoping of the migration projects.

**Document Analysis is a compulsory technique in a project because:**

**Extracts Valuable Insights** – It helps in understanding existing business processes, policies, and requirements by analyzing documents such as reports, contracts, and system manuals. This ensures that no critical information is overlooked.

**Ensures Accuracy and Completeness** – By reviewing historical and legal documents, project teams can validate requirements, identify gaps, and avoid inconsistencies, leading to well-defined project scope and objectives.

**Saves Time and Reduces Risks** – Instead of relying solely on stakeholder interviews, document analysis provides concrete evidence and reference materials, reducing misunderstandings and minimizing project risks.

**Q3. In Which Context we will use Reverse Engineering? - 3 Marks**

* Reverse engineering is a process that is designed to extract enough data from a product and then to be able to reproduce that product.

It may involve moving to creating a product from scratch or from pre-developed components. It can be applied to any product (such as computer technology, manufactured products, biological products, chemical products, etc.) to determine how the components are put together and how it works.

* Reverse engineering is a useful design and development technique with many potential applications. However, it is always important to get legal advice prior to conducting reverse engineering exercises and doubly so if you intend the outputs of your reverse engineering to become commercially available. There is no single process across industries for reverse engineering it is simply a process by which you take an end product and deduce how it is made and works.

**Q4. What is the difference between Brainstorming and Focus Groups? - 3 Marks**

**Brainstorming**

* Brainstorming can be done either individually or in groups. The ideas collected during the brainstorming session are reviewed or analyzed.
* Brainstorming is an effective way to generate lots of ideas on a specific issue and then determine which idea is the best solution

**Focus Groups**

A focus group is a means to elicit ideas and attitudes about a specific product, service or opportunity in an interactive group environment.

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|  | **Brainstorming** | **Focus Groups** |
| Purpose | Generate creative ideas and solutions | Improve existing ideas  Gather opinions, feedback, and insights on a specific topic |
| Structure | Free-flowing discussion | Moderated discussion with structured questions |
| Best used for | Innovation, problem-solving, product development | Market research, user feedback, understanding customer preferences |
| Trigger | A need to solve a  problem | A need to study an existing idea solution or process |
| Condition | Problem exist | Idea, solution or process exist |
| Number of participants | 6 - 8 | 6 - 12 |
| Participant types | Heterogeneous | Can be  Homogenous or Heterogeneous |
| Participants | Diverse group, often includes internal team members | Selected participants representing target users or stakeholders |
| Person running the show | Facilitator | Skilled moderator |
| Knowledge of topic of  discussion | Not necessary | In depth knowledge of topic of  discussion |
| Guide | Develop criteria for  evaluating and rating  ideas | Create a discussion guide and  moderator scripts |
| Ground rules | Must have | Nice to have |
| Duration | Restrict time to  produce ideas 1 – 2 hrs | 1 – 2 hrs and sometimes over  several days |
| Type of questions to ask | Progressive closed  ended to generate and  build on ideas | Can be open-ended to genera  qualitative data or closed-ended  to generate quantitative data |
| Observers | No | Yes |
| Result | List of ideas combined  to form themes | Report of findings  Could be  - bullet list of information learn  - comparative analysis between  to solutions  - summary of response collected  for each question |

**Q5. Observation Technique – Explain both Active and Passive approaches - 3 Marks**

Observing, shadowing users or doing a part of their job, can provide information of existing processes, inputs and outputs.

* Business analysts use observation techniques to gather information by watching and understanding workplace activities.
* It is used to identify needs and opportunities, understand business processes, create performance standards, assess solution performance, and facilitate training and development.
* Observation of activities or job shadowing, is the act of studying a work activity as it is being performed. It can be performed in either the user’s work environment or in a recreated test environment.

There are two approaches for observation and they are:

**Active/noticeable**:

while observing an activity the observer can ask any questions as they occur. Despite this interruption to the workflow, the observer can quickly understand the reasoning

and any undocumented processes within the activity.

* The observer is directly involved in the process being studied.
* They may interact with participants, ask questions, or influence the environment.
* Used when deep insights are needed beyond just visual observation

**Example:**  
A business analyst joins a customer service team for a day to observe workflows, ask employees about pain points, and suggest improvements.

**Passive/unnoticeable**:

In this approach, the observer does not interrupt the work while the user is performing the work activity. Any questions would be asked once the observation is

over. This allows the a natural flow of events to be observed without interference by the observer, as well as the measurement of the time and quality of work

* The observer does not interact with the participants or interfere with the process.
* They simply watch and take notes to understand behaviors or patterns.
* Used when unbiased, natural observations are required.

**Example:**  
A UX researcher silently observes users interacting with a website to study navigation difficulties without giving instructions or influencing behavior.

**Q6. How do you conduct the Requirements Workshop- 3 Marks**

* A requirement workshop is a structured approach to capture requirements.It is a structured meeting where stakeholders collaborate to gather, refine, and prioritize project requirements.
* It is an effective technique for eliciting business needs and aligning expectations.
* A workshop may be used to scope, discover, define, prioritize and reach closure on requirements for the target system.
* Requirements workshops typically last between one and a few days.
* They should also be a highly focused event that is let by a seasoned facilitator.

**Conducting requirements workshop:**

1. **Prepare for the requirement workshop:**

* Clarify the stakeholders needs and the purpose of the workshop
* Identify critical stakeholders
* Define the workshop’s agenda
* Schedule the sessions
* Conduct pre-workshop interviews with attendees

1. **Co conduct/Run the requirements workshop:**

* Elicit,Analyze and document requirements.
* Obtain consensus on conflicting views.
* The facilitator has the responsibility for:
* Establish a professional and objective tone for the meeting
* Introduce the goals and agenda for the meeting
* Manage the meeting and keep the team on track
* Facilitate a process of decision making
* Ensure that all stakeholders participate and have their input heard.
* Ask the right questions,analyze the information being provided at the session.

**3.Post requirements workshop wrap-up done by facilitator**

* Follow up on any open action items that were recorded at the workshop
* Complete the documentation and distribute it to the workshop attendees and the sponsor.

Some benefits and disadvantages of the requirements workshop are identified in the following table:

|  |  |
| --- | --- |
| **Benefits** | **Disadvantages** |
| * Get to a set of meaningful   stated requirements in a short,  intensive session.Having the  2769right stakeholders involved  that will allow for a much  easier buy-in.   * Requirements are considered, discussed, and understood before going to final approvals   the same room, at the same time with the proper authority to speak on the subject matter. | * There can be a lot of time,   coordination and finances required.   * Getting the right resources in the same room, at the same   time with the proper authority  to speak on the subject  matter.   * You may have to run   several workshops |

**Q7. In which context, Interview Technique can be conducted by a BA ? How may**

**approaches are there in conducting Interviews? (Structured – Unstructured) Explain them. Explain the difference between Open Ended Questions and Closed ended Questions – 6Marks**

* Interview of a user and stakeholders are important in creating software.
* An interview is a systematic approach where interviewee is going to ask relevant questions related to software and documenting the responses.
* Interview Technique can be used to verify the facts, clarify ambiguity, trigger enthusiasm, engage end users, identify requirements, and the opinions and ideas.
* It is used to get more information from the people in an formal or informal setting by asking questions and documenting the responses.
* It involves direct communication with the individuals or a group of people who are part of an initiative.

There are two basic types of interviews. They are,

* **Structured Interview**

in which the interviewer has the predefined set of questions. It is a structured way of

interview.

* Predefined set of questions asked in a fixed order.
* The same questions are asked to all participant.
* Ensures consistency and is easier to analyze.
* Best for: **Requirement validation, compliance-related discussions, large-scale surveys.**

* **Unstructured Interview**

In which the interviewer does not have the predetermined set of questions and it may vary based on the stakeholder responses and interactions.

* No fixed questionnaire; instead, it follows a conversational style.
* Questions are open-ended and flexible, based on discussion flow.
* Best for: **Exploratory research, early-stage requirement gathering, and complex problem-solving.**

**Example:**  
A BA has an open conversation with a product owner to explore pain points in an existing system.

* **Open Ended Questions**

Open-ended questions are those that provide respondents with a question prompt and provide them a space in which to construct their own response

* **Closed-ended questions**

Often the answer is a single word (e.g. Yes or No) or less commonly a short phrase. You are not looking for an explanation or an elaboration to the question in the

answer given to the question.

**Q8. Questionnaire Technique – Where we will use? Give one example - 6 Marks**

* Questionnaire can be useful for obtaining limited system requirements details form the users/stakeholders, who have minor input or are geographically remote.
* A questionnaire is a research instrument that consists of a set of questions or other types of prompts that aims to collect information from a respondent. A research questionnaire is typically a mix of close-ended questions and open-ended questions.
* Open-ended, long-form questions offer the respondent the ability to elaborate on their thoughts. The data collected from a data collection questionnaire can be both qualitative as well as quantitative in nature.
* A questionnaire may or may not be delivered in the form of a survey, but a survey always consists of a questionnaire.
* A survey or questionnaire is used to elicit business analysis information including information about the customers, products, work practices, and attitudes from a group of people in a structured way and in relatively short period of time.
* Surveys are the preferred elicitation technique when faced with a large number of stakeholders or when stakeholders are geographically dispersed and you need to gather the same information from them.

**Examples :**

1. How many times have you visited [website] in the past month?

None

Once

More than once

2. What is the primary reason for your visit to [website]?

To make a purchase

To find more information before making a purchase in-store

To contact customer service

3. Who did you purchase these products for?

• Self

• Family member

• Friend

• Colleague

• On behalf of a business

• Other

**Q9. How to Sort the Requirements – Where we will use? Give one example - 5 Marks**

* Sorting requirements is a crucial step in the requirements engineering process,where the gathered requirements are organized and prioritized based on their importance,relevance and feasibility.
* This helps in identifying the most critical and high priority requirements for the development or implementation of a product or system.
* When all the requirements are gathered there are chances of redundancy in those requirements so basically all the scattered requirements are put together and the repetition of requirements are removed which is known as sorting of requirements.

The process for sorting is:

1. Identification of requirements.

2. Dividing the identified requirements into functional and nonfunctional requirements

3. If identified requirements are similar then they are put together and

removed.

We will sort the requirements in two ways such as functional

requirements and Non-Functional requirements.

* Functional requirements define a function that a system or system element must be qualified to perform and must be documented in different forms. The functional requirements describe the behavior of the system as it correlates to the system's functionality.

Examples of functional requirements are authentication, business rules, audit tracking, certification requirements, transaction corrections, etc.

* Non-functional requirements are not related to the software's functional aspect. They can be the necessities that specify the criteria that can be used to decide the operation instead of specific behaviors of the system.

Examples - usability, reliability, security, storage, cost, flexibility, configuration, performance, legal or regulatory Requirements.

**Example:**

Sorting requirements is used in software development.When building a software application,there are often numerous requirements identified from stakeholders,users and project teams.

**Q10. Prioritize the Requirements – –Where we will use? Give one example - 5 Marks**

**Prioritizing requirements** helps in deciding which features or functionalities should be implemented first based on business needs, feasibility, and impact.

1. “**MOSCOW**” Technique:

MOSCOW is a prioritizing technique which is used in business analysis and software development to reach a common understanding with stakeholders on the importance of each requirement.

**MUST(M)-Critical for project success**

Defines a requirement that has to be satisfied for the final solution to be acceptable **e.g**. The HR system “must” store employee leave history.

**SHOULD (S) -Important but not urgent**

This is a high-priority requirement that should be included if possible, within the delivery time frame. Workarounds may be available for such requirements and they are not usually considered as time-critical or must-haves. **e.g**. The HR system “should” allow printing of leave letters.

**COULD (C) -Desirable but can be postponed**

This is a desirable or nice-to-have requirement (time and resources permitting) but the solution will still be accepted if the functionality is not included **e.g.** The HR system “could” send out notifications on pending leave dates.

**WON’T or WOULD (W) -Not required in this phase**

This represents a requirement that stakeholders want to have, but have agreed will not be implemented in the current version of the system. That is, they have decided it will be postponed till the next round of developments **e.g**. The HR system “won’t” support remote access but may do so in the next release.

1. **Kano Model** – Prioritizes based on customer satisfaction:

* **Basic Needs** (Mandatory)
* **Performance Needs** (Enhance user experience)
* **Delighters** (Unexpected but add value)

**3)Value vs. Effort Matrix** – Classifies requirements based on **business value** and **effort required** (High-Value & Low-Effort features take priority).

**4)Risk-Based Prioritization** – Higher-risk requirements are addressed first to reduce project uncertainty.

### ****Where It Is Used?****

### **Project Planning** – To ensure critical features are implemented first.

### **Agile/Scrum Backlog Management** – To decide which user stories to develop in each sprint.

### **Budget Allocation** – To invest resources in the most valuable requirements.

### **Product Development** – To align features with business goals and customer expectations.

### ****Example****

### A ****Business Analyst**** working on a ****banking app project**** prioritizes the following requirements using the MoSCoW method

|  |  |  |
| --- | --- | --- |
| **Requirement** | **Priority** | **Reason** |
| User login & security | Must-Have | Essential for system access |
| Fund transfer | Must-Have | Core banking functionality |
| Biometric login | Should-Have | Enhances user convenience |
| Dark mode UI | Could-Have | Aesthetic improvement |
| AI-based spending insights | Wont-Have | Can be added later |

**Q11. Weekly status reporting – How we will drive? 5 Marks**

* A **Weekly Status Report** is a structured update on project progress, highlighting completed tasks, ongoing activities, upcoming plans, and potential risks. It ensures transparency and helps stakeholders make informed decisions.
* A weekly status report, also known as a weekly check-in, is a

communication tool that project managers use to keep tabs on their

employees' work experiences. While a team lead can do a weekly status report in person, it's easier to do it online.

* A weekly status report is a complete overview of your week at work,

covering projects you've completed, ones that are still in progress and upcoming plans for the future.

* A weekly report is a review of your workweek and provides a

summary of what you completed, what projects are in progress and plans that outline your workflow for the next week. Typically, weekly reports are brief and concise and only one page long. Most professionals send weekly reports on Friday afternoons to establish consistent communication with team members and supervisors.

* Additionally, a weekly report can benefit both you and your employer by providing insight into important aspects of the work you complete.

To effectively drive weekly status reporting,follow these steps:

* Define reporting requirements
* Set reporting frequency and deadline
* Standardize reporting format
* Communicate expectations
* Provide guidelines and support
* Remind and follow up
* Review and consolidate reports
* Share and discuss the reports
* Act on the findings.

#### ****1. Define the Reporting Format****

A standard report should include:

* **Project Summary** – Brief overview of the current project phase
* **Key Accomplishments** – Tasks completed during the week.
* **Current Activities** – Ongoing tasks and progress updates.
* **Upcoming Tasks** – Planned activities for the next week.
* **Challenges & Risks** – Issues faced and mitigation plans.
* **Action Items** – Follow-up tasks and responsible team members.

#### ****2. Collect Information from Team Members****

* Schedule a **weekly team meeting or stand-up** to gather updates.
* Use **task management tools** like Jira, Trello, or Asana for tracking progress.
* Gather **metrics & reports** from relevant systems (e.g., budget updates, sprint velocity).

#### ****3. Prepare the Weekly Status Report****

* Use a **consistent template** (Word, Excel, or PowerPoint).
* Keep it **brief and clear**, using bullet points for easy reading.
* Highlight **risks and dependencies** that need stakeholder attention.

#### ****4. Share the Report with Stakeholders****

* Distribute via **email, project management tools, or shared dashboards**.
* If required, **present key updates** in a weekly review meeting.
* Ensure that **action items and next steps** are clearly assigned.

**Q12. Meeting Minutes Document – prepare one Sample -5 Marks**

* Minutes is to create an official record of the actions taken at a

Meeting. Minutes serve to both memorialize the actions taken for those attending the Meeting as well as for those who were unable to attend the Meeting.

* Meeting minutes are notes that are recorded during a meeting. They highlight the key issues that are discussed, motions proposed or voted on, and activities to be undertaken

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| **MOM TEMPLATE** | | | | |
| **Date** | 30/03/2025 | | | |
| **Time** | 10.00 AM | | | |
| **Location** | Chennai | | | |
| **Attendees** | **NAME** | **DEPARTMENT** | **E-MAIL** | **PH NUM** |
| AAAAA | Development Team | aaaa@gmail.com | xxxxxxxxxxx |
| BBBBB | TYechnical Team | bbbbb@gmail.com | xxxxxxxxxxx |
| CCCCC | Project Manager | ccccc@gmail.com | xxxxxxxxxxx |
| DDDDD | Business Analyst | ddddd@gmail.com | xxxxxxxxxxx |
| **Meeting Objective** | * Discuss status of sprints * Discuss progress report of project * Discuss about impediments if any * Suggest solutions. | | | |
| **Agenda** | * Project Progress Update * Issue Resolution & Risk Mitigation * Next Steps & Action Items | | | |
| **Discussion Summary** | * **Project Progress Update:** * Development of the payment module is 85% complete. * UI design feedback was received and minor adjustments are needed. * Testing phase is scheduled to start next Monday. * **Issue Resolution & Risk Mitigation:** * **Issue:** API response time is slower than expected. * **Resolution:** Development team to optimize API calls and test again. * **Risk:** Shortage of QA resources for upcoming testing. * **Mitigation:** HR to allocate additional testers by Wednesday. | | | |
| **Meeting Facilitator** | Business Analyst | | | |
| **NEXT MEETING** | | | | |
| **Date** | 15/04/2025 | | | |
| **Time** | 1.00 PM | | | |
| **Location** | Chennai | | | |
| **Agenda** | Decision about the action in sprints  Decision on WIP items | | | |

**Q13. Change Tracker – Document - – prepare one Sample -4 Marks**

The role of BA in change request is very important as the change requests differ in number and complexity across business projects and may come in before, during or after implementation of a solution.

Below are the steps to follow

* Understand the reason for the change
* Understand the impact of the change
* Understand the effort required to implement the change
* Ensure that the change request follows the predetermined approval process

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| **CHANGE TRACKER DOCUMENT** |
| Version:[Insert Version Number] |
| Date:[Insert Date] |
| **CHANGE DETAILS** |
| Change request Number |
| Requested By |
| Date Requested |
| Change Description |
| **CHANGE ASSESSMENT** |
| Impact Analysis |
| Risk Analysis |
| Feasibility Analysis |
| Effort Estimate |
| Approval Status |
| Approval Date |

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| --- |
| **IMPLEMENTATION DEATILS** |
| Developer/Implementer |
| Start Date |
| End Date |
| Test Courage |
| Test Results |
| Deployment Plan |
| **ROLLBACK PLAN** |
| Rollback proceedure |
| Rollback Test Plan |
| Rollback Date |
| Rollback Results |
| **DOCUMENTATION UPDATES** |
| Document Affected |
| Update Description |
| Update Date |
| Updated By |
| **APPROVALS** |
| Approver 1 |
| Approver 2 |
| Approver 3 |
| Approval Date |
| **REFERENCES** |
| Related Documents |
| Supporting Materials |

**Q14. Difference between Traditional Development Model and Agile Development Models – 8 Marks**

**Traditional model:**

- Used to develop Simple Software

- In this testing is done once the development phase is totally completed

- It provides less security

- It provides less functionality in the software

- It supports fixed development model

- Development cost is less

It consists of five phases

- Expectation is favored in the traditional model

- product delivered at the end of the project

- It is rigid to accept the change

- Models based on traditional software development- spiral, waterfall, V model, incremental model.

**Agile model:**

- It is used to develop complicated software

- In this testing and development process are performed concurrently

- it provides less high security

- It provides all functionality needed by the users

- It is used by professionals

- It supports changeable development model

- Development cost is higher

- It consist only three phases

- Adaptability is favored in the agile methodology

- Product delivered frequently within couple of weeks to couple of months

- Change accepted even in late development stage

- Model based n agile software development - Scrum, XP, Crystal, Dynamic systems development method(DSDM), feature driven development(FDD), Adaptive software development(ASD).

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| **Aspect** | **Traditional Development Model** | **Agile Development Model** |
| **Approach** | Sequential & structured (Waterfall, V-Model) | Iterative & incremental |
| **Project Phases** | Follows a linear phase-wise approach (Requirement → Design → Development → Testing → Deployment) | Work is divided into sprints/cycles with continuous development & testing |
| **Flexibility** | Rigid – Changes are difficult after the project starts | Highly flexible – Allows changes and feedback at any stage |
| **Feasibility** | Feasibility evaluation takes a long phase and is done in advance to avoid reworking in the next project phase | Feasibility test takes a shorter while considerably.clients are engaged in the early project phase to get buy in and refine the needs in the long run. |
| **Project Planning** | **Project Planning is done at the beginning of the project and is not open to any changes later on.** | The plan is not given the foremost priority and is done during sprint planning.Modifications are welcome except during an active sprint. |
| **Customer Involvement** | Limited – Customer feedback is gathered mostly at the beginning and end | High – Continuous involvement of stakeholders and customers |
| **Communication** | Only the project managers communicate and carry out progress review meetings weekly/monthly. | Communication is frequent.Face to face and clients also participate throughout the project. |
| **Role** | Roles are not interchangeable once distributed among project team members. | You can switch roles quickly,and the team can work in cycles. |
| **Delivery Timeline** | Entire product is delivered at the end of the development cycle | Frequent releases (every sprint, usually 2-4 weeks) |
| **Testing Approach** | Testing happens after the development phase | Testing happens continuously during development (TDD, automated testing) |
| **Risk Management** | High risk due to late-stage testing and lack of adaptability | Lower risk due to early feedback and continuous improvement |
| **Best Suited For** | Large-scale projects with well-defined, stable requirements (e.g., banking systems, government projects) | Dynamic projects where requirements evolve (e.g., startups, software applications) |
| **Project progress** | Project progress gets monitored according to the project plan | The development gets tailed in each sprint. |

**Q15. Explain Brainstorming Technique – Where to use? 5 Marks**

* Brainstorming can be done either individually or in groups. The ideas collected during the brainstorming session are reviewed or analyzed.
* Brainstorming is an effective way to generate lots of ideas on a specific issue and then determine which idea is the best solution.
* Brainstorming can be effective way to generate lots of ideas on a specific issue and then determine which idea.
* It is the most effective with groups of 8-12 people and should be performed in a relaxed environment.

1. **Prepare for Brainstorming**

* Develop a clear and concise definition of the area of interest.
* Determine a time limit for the group to generate ideas,the larger the group,the more time required.
* Decide who will be included in the session and their role-participant or facilitator.
* Aim for participants(ideally 6 to 8) who represent a range of background and experience with the topic.
* Establish criteria for evaluating and rating the ideas.

1. **Conduct Brainstorming session**

* Share new ideas without any discussion,criticism or evaluation.
* Visibly record all ideas.
* Encourage participants to be creative,share exaggerated ideas and build on the ideas of the others.
* Don’t limit the number of ideas as the goal is to elicit as many ideas as possible within the time period.

1. **Wrap up the brainstorming**

* Once the time limit is reached,using the pre determined evaluation criteria,discuss and evaluate the ideas.
* Create a condensed list of ideas,combine ideas where appropriate and eliminate duplicates.
* Rate the ideas.There are many techniques that can be used to prioritize the ideas.
* Distribute the final list of ideas to appropriate parties.

The basic idea behind brainstorming is to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its member(s).

In other words, brainstorming is a situation where a group of people meet to generate new ideas and solutions around a specific domain of interest by removing inhibitions These meetings are used for solving a process problem, inventing new products or product innovation, solving inter-group communication problems, improving customer service, budgeting exercises, project scheduling, etc.

**Technique for Brainstorming:**

1. **Nominal group technique:**In this technique Participants are asked to write their ideas anonymously. Then the facilitator collects the ideas and the group votes on each idea. The vote can be as simple as a show of hands in favor of a given idea. This process is called distillation.
2. **Group passing technique:**In this technique Each person in a circular group writes down one idea, and then passes the piece of paper to the next person, who adds some thoughts. This continues until everybody gets his or her original piece of paper back. By this time, it is likely that the group will have extensively elaborated on each idea
3. **Team idea mapping method:**This method of brainstorming works by the method of association. It may improve collaboration and increase the quantity of ideas, and is designed so that all attendees participate and no ideas are rejected.
4. **Directed brainstorming:**Directed brainstorming is a variation of electronic brainstorming (described below). It can be done manually or with computers. Directed brainstorming works when the solution space (that is, the set of criteria for evaluating a good idea) is known prior to the session.

There are many other techniques as well. Most important thing is you have to decide which technique is most suitable for your team You can use brainstorming throughout any design or work process, of course, to generate ideas for design solutions, but also any time you are trying to generate ideas, such as planning where to do empathy work, or thinking about product and services related to your project.

**Where to use?**

* Idea Generation
* Project Planning
* Problem solving
* Team Building
* Innovation and Product development
* Strategic Planning

**Case study ( Q16 – Q20  33 Marks)**

**Q16. What reports Accounts Departments will generate (minimum 5 reports) – 10 Marks**

**Financial Statements:**

The accounts department prepares and provides financial statements,including balance sheets,income statements and cash flow statements.These statements give an overview of the borrower’s financial position,profitability and ability to generate cash flow.

**Company Reserve Loan Report:**

This report will help understand the reserve amount.

**Credit Report:**

The accounts department may obtain a credit report on the borrowers from a credit bureau.This report provides provides information on the borrower’s credit history,including their repayment track record,outstanding loans and credit score.

**Collateral Evaluation:**

If the loan requires collateral,the accounts department may be involved in evaluating the value and marketability of the proposed collateral.

**Cash Flow Projections:**The accounts department prepares cash flow projections based on the borrowers financial data.

**Debt-to-Income Ratio Analysis:**

The accounts department calculates the borrower’s debt-to-income ratio,which compares the borrower’s total debt obligations to their income.

**Q17. What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is rejected? – 5 Marks**

**Subject:** Loan Application Rejection Notification

Dear XXXX,

We hope this email finds you well.We would like to inform you that after careful consideration and evaluation of your loan application,we regret to inform you that your loan request has been rejected by the company’s loan approval committee.

We understand that this news may be disappointing,but we want to assure you that the decision was made after a thorough assessment of various factors and taking into considerations the company’s lending policies and financial guidelines.

While we cannot provide specific details regarding the reasons for the loan rejection,we encourage you to review your financial situation and consider alternative options that may better align with your current circumstances.Our HR department is available to provide guidance and support if you require assistance in exploring other avenues for financial assistance.

Please note that this decision does not reflect on your value as an employee,and it will not have any impact on your employment or benefits with the company.We remain committed to supporting your professional growth and well-being within our organization.

If you have any questions or require further clarification,please feel free to reach out to the HR department,and we will be more than happy to assist you.

Thank you for your understanding.

Best Regards,

HR Dept

ABC Company.

**Q18. What is the structure of the message/mail communicated from the HR department to the employee in case the Loan is approved? – 5 Marks**

Dear Jaishree,

We are planned to inform you that your loan application has been approved by the company’s loan approval committee.congratulation on this successful outcome.

We have carefully reviewed your application and considered various factors,including your financial standing,employment history and the loan’s program eligibility criteria.Based on our assessment,we are confident that this loan will assist you in achieving your financial goals.

Below are the details regarding your approved loan:

Loan Amount:Rs 15,00,000

Loan Term: 10 years

Interest Rate: 7.5%

Repayment Schedule: Pay in the yearly installments of Rs. 1,50,000

Please review the loan agreement and associated terms carefully.If you have any questions or require further clarification,please do not hesitate to reach out to the HR department.We are here to provide the necessary support and guidance throughout the loan process.

We kindly remind you of your responsibility to fulfill the loan repayment obligations as per the agreed-upon terms.Timely and consistent repayment will not only help you meet your financial objectives but also demonstrate your reliability and strengthen your creditworthiness.

We appreciate your prompt attention to the loan agreement and adherence to the repayment schedule.Should you require any assistance or encounter any challenges during the repayment period,please feel free to approach the HR department for guidance and support.

Once again,Congratulations on your loan approval ,We wish you every success in achieving your financial aspirations.

Best Regards,

HR Dept

ABC Company.

**Q19. Design a sample report on the Loans applications Received by the accounts**

**department – 8 Marks**

|  |  |  |  |
| --- | --- | --- | --- |
| **LOAN APPLICATION ID** | **APPLICANT NAME** | **LOAN AMOUNT** | **STATUS** |
| PL01 | XXXX | 1,00,000 | Approved |
| HL02 | YYYY | 5,00,000 | Pending |
| EL03 | ZZZZ | 15,00,000 | Rejected |

**Notes:**

* Approved applications have met the loan approval criteria and are eligible for loan disbursement.
* Rejected applications do not meet the loan approval criteria and have been declined.
* Pending applications are currently under review and a decision will be communicated soon
* For any inquiries or further information,please contact the Accounts Department.

**Q20. Which reporting Tools we will use for generating reports. – 5 Marks**

Reporting tools help in collecting, analyzing, visualizing, and presenting data to support decision-making. These tools are widely used by **Accounts, HR, IT, Business Analysts, and Project Managers**.

The choice of reporting tool depends on factors such as the nature of data,reporting requirements,user skill level,budget,and integration capabilities.Some of the popular reporting tools commonly used for generating reports:

|  |  |  |
| --- | --- | --- |
| **Tool** | **Purpose** | **Key Features** |
| **Microsoft Power BI** | Business Intelligence & Dashboards | Interactive visuals, real-time analytics, connects to multiple data sources |
| **Tableau** | Data Visualization | Drag-and-drop dashboards, deep analytics, powerful visual storytelling |
| **Crystal Reports** (SAP) | Financial & Operational Reporting | Custom, professional-looking reports, ideal for accounting and ERP systems |
| **Excel (Microsoft)** | Basic to Advanced Reporting | Pivot tables, charts, formulas, macros – widely used for financial reports |
| **Zoho Analytics** | Cloud-based BI & Reporting | Automated reporting, data blending, sharing dashboards with teams |
| **QuickBooks Reports** | Financial Reporting for SMEs | In-built templates for profit/loss, invoices, taxes, etc. |
| **JasperReports** | Java-based open-source reporting | Embedded in applications, customizable reports for developers |

**Microsoft Excel:**Excel is widely spreadsheet software that offers [powerful data analysis and reporting capabilities.

**Tableau:**Tableau is a lead data visualization and reporting tool that enables users to create interactive and visually appealing reports and dashboards.

**Power BI:** Developed by Microsoft,is a business intelligence tool that allows users to connect,transform and visualize data from different sources.