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Reg. No. | | | | | | | | |

# III Semester M.B.A. (Day & Eve.) Degree Examination, March/April - 2022

## MANAGEMENT

## Business Intelligence

## (CBCS Scheme 2019 onwards)

## Paper : 3.7.1

**Time : 3 Hours** **Maximum Marks : 70**

### SECTION - A

Answer any **five** questions from the following each question carries **5** marks.**(5×5=25)**

1. Differentiate between BI, Analytics, Data Marts and Big Data.
2. List the Benefits of adopting Business Intelligence System for an enterprise.
3. Describe Enterprise Performance Life Cycle Framework.
4. Discuss the Critical Challenges that have to be overcome for Business Intelligence success.
5. Explain in brief BI Components and Architecture.
6. Describe any five types of business intelligence tools, their features and functionality.
7. "Not investing in BI is equivalent to losing market share, competitive edge and missing key opportunities". Therefore, what steps would you take to build a Business Intelligence Strategy and Roadmap

### SECTION - B

Answer any **three** questions from the following each question carries **10** marks.**(3×10=30)**

8. Describe any three applications of BI and its impact on business.
9. Describe with a diagram the developmental stages of BI System.
10. Assume you are the Project Manager in a blue chip company. How would you conduct business analysis and plan for a BI project?
11. What is Data Governance? Explain the process of implementing data security in multi-tier environment.

**[P.T.O.**

## SECTION - C

**12. Compulsory Case Study :** **(1×15=15)**

Food manufacturing is a large, complex industry that generates over $800 billion in annual sales. Typical food manufacturers produce hundreds or thousands of end products that are sold through a complex network of brokers, food distributors, and food service distributors to tens of thousands of retail outlets and restaurants.

BBF is a very successful manufacturer of widely known branded food products. Acquisition of know brands from competitors who were fine - tuning their brand portfolios allowed BBF to achieve $4 billion in revenue, and to be first or second in market share in most of the product categories in which it competed. With that growth came challenges.

BBF was essentially a roll - up of acquired brands, plants, people, and systems, and it lacked the mature, well - synchronized business processes sometimes found in larger companies in the industry. BBF was addressing that challenge through an infusion of upper management talent from global competitors, such as Kraft, Unilever, Coca Cola, and Nestle. These seasoned professionals quickly figured out that BBF had substantial gaps in its ability to cope with industry complexity and manage its profitability in the face of industry dynamics. Further, they were aware that BBF was behind the time when it came to leveraging sophisticated BI and business analytics to improve profitability.

Recognizing that BI advances were critical to future business success - and to his own career - BBF's Chief Information Officer (CIO) launched an Enterprise BI strategy project. His objective was to identify specific opportunities to leverage information and sophisticated analytics within BBF's major business functions and processes, such as for demand forecasting, production planning, inventory optimization, customer service improvement, revenue management, category management , trade promotion planning and lift analysis, supply chain collaboration, and cost optimization, among others. A variety of business Business Intelligence Strategy and Big Data Analytics challenges and BIOs were identified via interviews with executives, managers, and analysts across all major functions within BBF.

McCoy, the new CEO who had prior experience of managing a multibillion dollar company, had grown frustrated within less than a year, While acquisition plans were coming along nicely, BBF lacked the ability to actively manage revenues and costs. McCoy realized that execution is critical in the packaged food industry, and to get better at it he and his leadership team needed better visibility into all aspects of BBF's operations. As an industry veteran, McCoy understood that the packaged food business is complex - getting hundreds of products to thousands of retail shelves and making a profit despite fluctuating purchasing patterns and growing retailer purchasing power due to increased concentration. His thoughts turned to BI but the results of a 2009 survey within the packaged food manufacturing industry troubled him :

- Over 50% said they wanted better information for cost and financial analysis.

- Over 60% reported gaps in fundamental information and analytics needed for customers service analysis, and a third of those reported major gaps;
- Over 80% reported gaps in fundamental information and analytics needed for performance management, and a quarter of those reported major gaps ;
- Over 80% reported gaps in fundamental information needed for sales and operations planning; and
- Over 70% said that a key obstacle to BI success was lack of organizational awareness of how to use business information and analytics to improve business results.

McCoy considered these results and wondered whether the results would be the same within BBF - or even worse. At the same time, he knew that BBF's performance depended on execution, and he knew the old adage that "what gets measured gets managed". He considered where to add a BI - related objective to the BBF's overall strategic objectives, and decided that it fit under the objective "Leverage Information". With that in mind he added the sub objective "Create Business Intelligence Scorecards".

**Questions :**

1. What does McCoy need to do to ensure that BBF is successful in leveraging BI and analytics to achieve its business objectives?
2. What should be the relationship between BI, analytics, and a strategy map?
3. What does "visibility" mean in this context?