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III Semester M.B.A. (Day/Evening) Degree Examination, April/May - 2026

MANAGEMENT

Business Intelligence

(CBCS Scheme 2019 onwards)

Paper : 3.7.1

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

SECTION - A

Answer any Five of the following questions. Each question carries 5 marks.

(5×5=25)

1. Explain the difference between Information and Intelligence with suitable examples.
2. Describe the key components of the Business Intelligence value chain and their role in decision - making.
3. Illustrate the role of Business Intelligence in improving organizational performance.
4. Explain the importance of Business Intelligence platforms in modern business environments.
5. Apply the concept of BI lifecycle to explain how organisations implement BI systems effectively.
6. Explain the role of Data Marts in Business Intelligence architecture and decision support.
7. Describe the importance of Artificial Intelligence and Automation in modern Business Intelligence systems.

SECTION - B

Answer any Three of the following questions. Each question carries 10 marks.

(3×10=30)

8. Analyze the evolution of Business Intelligence and evaluate its impact on modern organizations.
9. Apply the Enterprise Performance Life Cycle (EPLC) framework to explain how Business Intelligence supports organizational strategy.

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10. Analyze the major challenges faced during Business Intelligence implementation and suggest appropriate solutions.
11. Evaluate the role of Business Intelligence architecture and components in creating effective decision support systems.

SECTION - C

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

Reliance Retail, one of India's largest retail chains, operates thousands of stores across the country. With millions of daily transactions, the company faced challenges in managing inventory, understanding customer buying patterns, and forecasting demand accurately. Often, certain products were overstocked while others ran out of stock, leading to lost sales and customer dissatisfaction.

To overcome these issues, Reliance Retail implemented a Business Intelligence system integrated with its Point-of-Sale (POS), warehouse, and supply chain systems. The BI platform collected real-time sales data and used dashboards and analytics tools to provide insights into product performance, regional demand variations, and customer preferences.

Managers used BI dashboards to identify fast - moving and slow-moving products, optimize inventory levels, and plan promotional compaigns. The system also enabled predictive analysis to forecast future demand. As a result, the company improved inventory efficiency, reduced operational costs, and enhanced customer satisfaction.

The BI system also helped senior management make strategic decisions such as store expansion, product assortment, and pricing strategies. However, the implementation required skilled personnel, proper data integration, and continuous monitoring.

Questions:

a) Analyze how Business Intelligence helped Reliance Retail improve its operational efficiency and decision - making.

b) Evaluate the challenges Reliance Retail might face in implementing Business Intelligence and suggest solutions.