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IT

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Total Number of Pages: 02

Course: MBA
Sub_Code: 18MBA403E

4th Semester Regular/Back Examination: 2024-25
SUBJECT: Managing Software Projects
BRANCH(S): GM, MBA, RM
Time: 3 Hours
Max Marks: 100
Q.Code: S250

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

a) How are software projects different from other projects?
b) Enumerate the key activities in Software project management in proper sequence.
c) What are the plus points in Agile methodology frameworks over traditional ones?
d) What is the meaning of Project Closure in software project management activities?
e) Who all are the Stakeholders in software projects? Mention as many as possible.
f) State the objectives of Project Portfolio management.
g) What are the benefits of evaluation of individual projects?
h) What is CBA used for?
i) Why is it necessary to do Risk Assessment?
j) How is Program management different from Project management?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

a) Explain the concept of Program management Aids and its relevance.
b) What is Stepwise project planning and how does it benefit the whole process?
c) Explain briefly how effective management control is put in place for adhering to scope, cost, timeliness, and needs of the stakeholders?
d) What is the difference between Risk Prioritization and Risk Mitigation?
e) Make a comparison between Waterfall model and Spiral model based on respective pros and cons.
f) Explain the key aspects of Software Prototyping.
g) How are the concepts of Project management, Program management, and Project Portfolio management related to each other in terms of hierarchy of positions and scope coverage?
h) While doing effort estimation, what are Size estimation, Effort calculation and Refinement & Iteration?

i) Briefly narrate the phases of Waterfall model in proper sequence.

j) Briefly explain how Change Management is addressed in context of Program Management Aids.

k) Explain the factors contributing to success of a software project and the factors leading to failure.

l) In Cloud Services, briefly explain what are SaaS (Software as a service), Paas (Platform as a service), and Iaas (Infrastructure as a service).

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four) **(16 x 2)**

Q3 Elaborate and explain fully all the basis of software estimating and their importance in managing the projects. **(16)**

Q4 Explain in details the key considerations in various Activities covered by Software Project Management, with industry examples of any sector of your choice. **(16)**

Q5 Explain the factors to be considered in selection of Build or Buy approach. State clearly, when to Build and when to Buy? Provide examples to support your answer. **(16)**

Q6 Present an elaborate note on the impact of cloud computing and new-age AI tools on software projects management activities at various levels. You may draw reference to On-Line education by Institutes and Universities for giving examples. **(16)**

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Total Number of Pages: 02

Course: MBA
Sub_Code: 18MBA402E

4th Semester Regular/Back Examination: 2024-25
SUBJECT: Managing Digital Innovation and Transformation
BRANCH(S): GM, MBA, RM
Time: 3 Hours
Max Marks: 100
Q.Code: S238

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

a) What are the five domains of Digital Transformations?
b) What are the key aspects covered in "Harnessing Customer Networks"?
c) Why is Data seen as a strategic resource in digital transformation?
d) How is understanding customer needs very important for adapting value proposition?
e) What are the broad categories of digital transformation classifications?
f) What is meant by Business Model?
g) How is Agile approach important for Product development?
h) Why is it necessary to integrate Social media in almost every aspects of business to drive digital transformation?
i) What are the key elements of building digital capabilities?
j) Give examples of prominent digital innovation in Banking and Financial organizations.

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

a) Give an example of digital transformation of Business Model from any sector of your choice.
b) Explain how Data Analytics along with AI and Machine Learning are very useful for digital transformation. Provide examples.
c) Explain the significance of organizational culture for success of digital transformation.
d) Explain the contribution of Social Media in digital transformation with real-life examples.
e) Explain the key social media tactics used to engage with target audience and build community. Furnish some examples.
f) Explain how Gap Analysis and Recommendation are done in digital transformation context.
g) Briefly explain the challenges involved in building digital capabilities.
h) How digital technology can be useful for small scale organizations? Elaborate with specific examples.

i) How is cloud computing contributing in terms of resource management for digital transformations in industry?

j) Explain how social media transformation contributes to popularity of OTT platforms.

k) With advent of AI tools (e.g., ChatGPT or similar), what are the risks associated in knowledge management aspects of digital transformation?

l) Explain how digital transformation helped organizations to adopt hybrid models for workforce (work from home and physical office).

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four) **(16 x 2)**

Q3 Explain how business process is undergoing fast improvements due to digital transformation in organizations. Support your answer with relevant examples. **(16)**

Q4 "Cloud computing is a cornerstone of Digital transformation". Debate this statement with its benefits and risks involved. Provide adequate examples from business world. **(16)**

Q5 In light of our military system (Army, Navy, & Air force), explain how digital transformation has helped in building up digital capabilities for security of the country. Furnish as much examples as possible. **(16)**

Q6 Explain how organizations manage challenges related to handling employees and organizational culture during digital transformation. Provide examples for any service sector. **(16)**

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Total Number of Pages: 02

Course: MBA
Sub_Code: 18MBA401E

4th Semester Regular/Back Examination: 2024-25
SUBJECT: Strategic Management of IT
BRANCH(S): GM, MBA, RM
Time: 3 Hours
Max Marks: 100
Q.Code: S229

Answer Question No.1 (Part-I) which is compulsory, any eight from Part-II and any two from Part-III.
The figures in the right hand margin indicate marks.

Part-I

Q1 **Answer the following questions:** **(2 x 10)**

a) State the levels in formulation of strategy in descending order (from top to bottom).
b) What are the steps in strategy formulation process in proper sequence?
c) Mention the significant characteristics of Top-Down approach in planning for Strategic IT applications.
d) How does Value Chain analysis help in IS/IT strategy?
e) Give examples of Value Chain analysis related Primary and Support activities in any service industry.
f) What are key areas that need special consideration under IT strategy in business?
g) State the importance of some key aspects of IT Strategic Planning.
h) What are the Critical Success Factors (CSFs) in successful implementation of IT strategies?
i) How is Strategic Information Systems (SIS) useful in IT strategies?
j) What are the four quadrants in the Strategic Grid?

Part-II

Q2 **Only Focused-Short Answer Type Questions- (Answer Any Eight out of Twelve)** **(6 x 8)**

a) Explain the major aspects of Inter-Organizational Systems (IOS).
b) How Information Systems (IS) is related to Information Technology (IT) Strategies in an organization?
c) Explain the prominent drivers behind transformation in business organization in the context of IT Strategies.
d) Explain the major obstacles faced while implementing Information Systems in a real life business organization.
e) Explain how IS and IT strategies are aligned with business needs of an organization, spanning from top level Vision to bottom level task and activities.
f) What is meant by Organizational movements around the Strategic Grid, highlighting on the four quadrants?
g) Explain the difference in implementation of IT systems in an existing organization and that for a new organization being setup.

h) How has the healthcare services sector benefitted from IT systems? Furnish examples to explain the benefits.

i) Explain how business analytics is an important differentiator in strategic IT between two competing organizations.

j) Explain the importance of Chief Technology Officer (CTO) for visionary approach in IT strategy of any business organization.

k) How has the OTT based Entertainment industry benefitted from IT systems? Furnish real world examples.

l) Provide two (2) examples pertaining to IT future scenario in any sector of your choice, highlighting on the contribution of AI and Cloud Computing towards business success.

Part-III

Only Long Answer Type Questions (Answer Any Two out of Four) **(16 x 2)**

Q3 Explain elaborately how Data Analytics is helping functional operations (like Finance, Mktg., HR etc.) in business organizations. Support with sufficient real life industry examples. **(16)**

Q4 Prepare an IT strategy formulation plan for an organization (choose any sector of your liking) covering as much details in terms of Levels and Formulation of Strategy. Give examples to substantiate your formulation plan. **(16)**

Q5 Explain how the following sectors in India have benefited from use of IT. **(8 x 2)**

i. E-Commerce portals.

ii. Travel & Tourism services.

Q6 "IS and IT strategies are increasingly becoming critical backbone of every business for survival." Debate the pros and cons of the statement, citing examples from various sectors. **(16)**