UNIVERSITY OF PETROLEUM AND ENERGY STUDIES
End Semester Examination, December 2019

Course:	**M&A in Oil and Gas**	**Semester: III**
Programme:	**MBA (ET)**	**Time: 03 hrs.**
Course code:	**OGOG8006**	**Max. Marks: 100**

Instructions:

SECTION A

S. No.	Answer the following questions in brief	Marks	CO
Q 1	Explain some due-diligence best practices used in M&A.	5	1
Q2	How to companies identify their acquisition target? Mention the strategies adopted by them	5	1
Q3	What approach should be taken for integrating back-office functions?	5	2
Q4	What are the taxation and accounting issues associated with M&A process?	5	4

SECTION B

Q1	What are the common mistakes do companies make during a transaction?	10	2
Q2	What are key phases of M&A process?	10	4
Q3	Analyze the role of HR in reducing the risk of losing essential talent during M&A.	10	2
Q4	What are the best practices for developing and maintaining integration project plans?	10	1

SECTION-C

	Read the case study and answer the following questions:	40	1,2,3,4
1	How important was the proposed alliance with Rosneft? What are the implications of its success and failure?	10	
2	What are the necessary components of a successful alliance?	10	
3	What are the possible causes of alliance failures? Are the causes case-specific or are they faced in all strategic partnerships?	10	
4	Can this strategic partnership be revived?	10	