K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH

Program: PG COMM /6TH TRIMESTER

Subject: Business Policy

(Final examination)

Maximum Marks: 50

Duration: 3 hours

Date: 8th April 2019

Notes:

Answer any 2 out of questions 1 to 4 ONLY. Each question carries 12.5 marks. Limit your answer to a maximum of 3 sides. Question 5 on the Wal-Mart -Flipkart case is <u>COMPULSORY</u> and carries 25 marks.

1. Explain under what conditions should companies use vertical integration for corporate advantage.

2. What explains the high failure rate in acquisitions? What are the rules for making successful acquisitions?

3. Explain the utility and application of the 3 test approach to diversification.

4. How is the balanced scorecard (BSC) used by organizations? Explain the four perspectives of the BSC. How is the BSC used in strategy maps by organizations?

Based on the case article **Wal-Mart's Flipkart Gambit: Growth Rebirth Or Costly Facelift?,** answer the following question.

5. With respect to the Flipkart acquisition, analyze the advantages and disadvantages to Wal-Mart in detail. **PLEASE DO NOT USE ANY INFORMATION NOT CONTAINED IN THE CASE**. Apply the theoretical concepts on acquisitions where required. What is your conclusion about the value created by the deal for Wal-Mart?