**Strategic Management**

**Jun 2025 Examination**

**PLEASE NOTE: This assignment is application based, you have to apply what you have learnt in this subject into real life scenario. You will find most of the information through internet search and the remaining from your common sense. None of the answers appear directly in the textbook chapters but are based on the content in the chapter**

**Q1. Evaluate the potential risks and benefits of Tata Motors pursuing a differentiation strategy in the electric vehicle market? (10 Marks)**

**Ans 1.**

###### **Introduction**

Leading Indian car company Tata Motors has become a major force in the electric vehicle (EV) space. Tata Motors has deliberately positioned itself to lead the change towards sustainable mobility in view of growing environmental issues and government incentives encouraging EV adoption. In the EV sector, a differentiation approach is developing original items that set apart the goods of the business from rivals. Excellent technology, improved battery performance, creative design, sophisticated connectivity tools, or a strong brand image could all help to accomplish this. Still, following this approach carries some possible advantages as well as some hazards. Differentiation entails high costs, technological difficulties, and market uncertainty even while it helps Tata Motors seize a premium market sector and enhance its

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**Q2A. XYZ Retail, a well-established chain of grocery stores in India, is facing increased competition from both traditional brick-and-mortar supermarkets and online grocery platforms. The entry of new online grocery players, aggressive price wars among existing retailers, and growing bargaining power of customers have put pressure on XYZ Retail’s profitability.**

**Given Porter’s Approach to Industry Analysis, analyze any one of the six competitive forces which could be impacting XYZ Retail’s business. Also discuss what strategies can XYZ Retail adopt to mitigate these competitive pressures? (5 Marks)**

**Ans 1.**

**Introduction**

Large Indian grocery chain XYZ Retail is under pressure from traditional and online food retailers. Digital grocery platforms, which offer convenience and low prices, have changed consumer buying behavior. XYZ Retail's profitability is affected by Porter's six competitive forces, particularly new entrants. Online grocery platforms' quick growth, competitive pricing,

**Q2B. A multinational conglomerate, TechNova Group, operates in various industries, including consumer electronics, renewable energy, and healthcare technology. Recently, the company’s corporate headquarters has identified a strategic opportunity to acquire MedTech Solutions, a firm specializing in AI-driven diagnostic tools. The leadership at TechNova believes that this acquisition could create synergies across its healthcare technology and consumer electronics divisions. However, some executives express concerns that TechNova lacks deep expertise in medical devices and regulatory compliance, which could lead to inefficiencies in managing MedTech Solutions.**

**As a corporate strategist at TechNova, apply the concept of corporate parenting to assess whether this acquisition aligns with TechNova’s corporate strategy. Briefly discuss what factors should TechNova evaluate to determine if this move will create value or destroy value for the company? (5 Marks)**

**Ans 2B.**

**Introduction**

MedTech Solutions, an AI-driven diagnostic tools company, may be acquired by TechNova Group to enhance its healthcare technology segment. Corporate parenting evaluates how a parent firm might benefit its subsidiaries beyond financial investments. The acquisition may benefit AI and consumer electronics, but regulatory compliance and medical device expertise may be issues. This acquisition's success depends on whether TechNova's corporate parenting