**Strategic Management**

**NMIMS Centre for Distance and Online Education (NCDOE)**

**Internal Assignment Applicable for June 2025 Examination**

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

**(10 Marks)**

**Answer:**

**Introduction:**

Tata Motors, a leading automobile manufacturer, has been making significant strides in the electric vehicle (EV) segment, aiming to establish itself as a dominant player in India and beyond. With increasing environmental concerns and government policies favoring clean energy solutions, the demand for electric vehicles is rising rapidly. A differentiation strategy focuses on offering unique features, superior quality, and advanced technology that set a brand apart from competitors. This approach is crucial in the EV market, where innovation, range, battery efficiency, design, and sustainability drive consumer preference.

**This is partially solved sample answer**

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**Q2 (A) 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)**

**Answer:**

**Introduction:**

XYZ Retail, a leading grocery chain in India, is experiencing intense competition from both traditional supermarkets and online grocery platforms. The rapid growth of e-commerce, competitive pricing strategies, and the increasing power of customers have put significant pressure on the company’s profitability. As more consumers prefer the convenience of online shopping, traditional retailers like XYZ Retail face challenges in retaining market share. Porter’s Industry Analysis provides a framework to evaluate these competitive pressures. Among the six competitive forces, the "Threat of New Entrants" is a major concern for XYZ Retail, as new players continue to disrupt the market with innovative business models and aggressive pricing.

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**Q2 (B) 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)**

**Answer:**

**Introduction:**

TechNova Group, a multinational conglomerate with a diversified business portfolio, is considering acquiring MedTech Solutions, a company specializing in AI-driven diagnostic tools. This acquisition presents a strategic opportunity to enhance TechNova’s presence in healthcare technology while leveraging synergies with its consumer electronics division. However, some executives are concerned about TechNova’s limited expertise in medical devices and regulatory compliance. As a corporate strategist, it is essential to assess this acquisition using the concept of corporate parenting to determine whether it aligns with TechNova’s corporate strategy and will create value or lead to inefficiencies.

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