

Program/Sem: M.Com Part I – Sem - I Course: Strategic Management

Program Code: 2120361

Course Code: 59111

Duration: 2 Hours

03 NOV 2025

Max. Marks: 50

Instructions:

1. All questions are compulsory.
2. Figures to the right indicate full marks.
3. Draw neat diagrams wherever necessary.

Q. 1 Analyse the case and answer the questions that follow :

[10]

Tata Motors Limited, one of India's most established automobile manufacturers, has been a dominant player in the domestic market for decades. Known for its wide range of passenger and commercial vehicles, the company has built a strong reputation for reliability and value. However, in recent years, the Indian automotive industry has witnessed rapid transformations due to technological innovations, changing consumer preferences, and increasing environmental concerns.

In response, Tata Motors has embarked on a **strategic transformation journey** to shift its focus toward **electric mobility**. The company has launched electric vehicle (EV) variants under its Tata Passenger Electric Mobility (TPEM) division and aims to be a leader in India's sustainable transport revolution. Despite these efforts, Tata Motors faces numerous challenges — including **high battery costs, inadequate charging infrastructure, supply chain disruptions, and rising competition** from domestic brands like Mahindra and global players like Tesla and Hyundai.

Additionally, evolving **government policies and emission norms** require continuous adaptation. The company must balance profitability with sustainability while managing the expectations of shareholders and customers. Strategic decision-making in this dynamic environment is crucial for ensuring long-term growth, innovation, and competitive advantage.

- a) Identify and explain the type of strategy Tata Motors is adopting. 03
- b) Discuss the major challenges faced by the company in implementing its EV strategy. 03
- c) Suggest suitable strategic recommendations for Tata Motors to strengthen its market position. 04

