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MASTER OF BUSINESS ADMINISTRATION
(M.B.A. – SPORTS MANAGEMENT)
EXAMINATION : DECEMBER-2025/JANUARY-2026
SEMESTER - II
Sub: Strategic Management (MBA-S204)

Date: 02/01/2026 **Total marks: 60** **Time: 10.00 am To 12.30 pm**

Q.1 Answer in Detail. (30)

1. A newly launched **sports academy** wants to establish itself as a premier training institute. It aims to produce world-class athletes, provide **top-notch coaching**, and improve grassroots-level sports. The academy's founders are debating their **mission, vision, and objectives**.

Questions:

1. Define the **mission** of this sports academy.
 2. How would you differentiate the **vision** from the **mission** in this case?
 3. What should be the **short-term objectives** of the academy?
 4. What should be the **long-term objectives** of the academy?
 5. How can the **mission statement** influence branding and marketing?
2. A **sports academy** wants to assess its **external business environment** using ETOP before launching an expansion project.
- Questions:**
1. Identify **opportunities** for the academy in the sports industry.
 2. Identify **threats** that could impact its success.
 3. How does **government sports policy** influence opportunities?
 4. Why is understanding **economic conditions** important in ETOP?
 5. How do **changing consumer preferences** affect sports academies?
3. A newly launched **sports analytics company, GameEdge Analytics**, aims to provide **real-time performance data and strategic insights** to professional sports teams and academies. However, the company is operating in a rapidly changing sports technology market with increasing competition, evolving AI applications, and shifting consumer preferences.
- Using the **Quick Environmental Scanning Technique (QUEST)**, analyze the external factors affecting GameEdge Analytics.

Q.2 Write Short Notes: (Any Two) (10)

1. Differentiate between business-level strategy and corporate strategy?
2. Elaborate the term **focus strategy**.
3. Explain Vertical integration with example.
4. Explain Blue Ocean Strategy.

Q.3. Answer in Short: (10)

1. Why is Portfolio Analysis important?
2. Draw VRIO Diagram.

3. Classify Business Environment.
4. What is single SBU?
5. What is Red Ocean theory?

Q.4. Case study

(10)

A company that manufactures high-performance sports gear, including shoes and apparel, has been facing increasing competition. The leadership team adopts the **Balanced Scorecard** to improve decision-making and long-term growth.

Their strategic objectives include:

- **Financial Perspective:** Improve profit margins by 15% within two years.
- **Customer Perspective:** Expand the customer base by launching eco-friendly sports gear.
- **Internal Process Perspective:** Reduce production costs without compromising quality.
- **Learning & Growth Perspective:** Enhance employee training and integrate AI in product design.

After implementing the Balanced Scorecard, they notice an increase in eco-conscious customers but struggle with production efficiency.

Questions:

1. How can the Balanced Scorecard help the company manage both innovation and profitability?
 2. What challenges might arise in balancing all four perspectives?
 3. Suggest two **new initiatives** the company can take under the Learning & Growth perspective.
 4. How can they measure success in the Customer Perspective?
 5. What corrective actions should the company take to improve its **Internal Process Perspective**?
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