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MASTER OF BUSINESS ADMINISTRATION
(M.B.A. – SPORTS MANAGEMENT)
EXAMINATION : DECEMBER -2025
SEMESTER - IV

Sub: Product, Service & Brand Management (MBA-S401)

Date: 30/12/2025		Total marks: 60	Time: 2.00 pm To 4.30 pm
Q.1	Answer in Detail.	(30)	
1. What is product management, and how does it differ from project management and program management? 2. Name and explain different industry primers with suitable examples from the sports industry. 3. Explain the product life cycle in detail with a suitable diagram. How can it be applied to the sports service industry?			
Q.2.	Write Short Notes: (Any Two)	(10)	
1. Customer Acquisition Cost 2. Brand Positioning 3. What is branding? Give suitable examples from the sport industry. 4. What are the essential steps in planning a successful product launch?			
Q.3.	Answer in Short:	(10)	
1. What is the Kano Model in product management? 2. Name three key performance indicators (KPIs) for a sport product. 3. What is the difference between soft launch and full launch of a product? 4. What is the difference between branding and marketing? 5. What is the difference between brand awareness and brand recognition?			
Q.4.	Case Study: Under Armour’s Rise and Challenges in Sports Branding	(10)	
Background: Founded in 1996 by Kevin Plank, Under Armour (UA) started as a small company producing moisture-wicking performance apparel for athletes. It quickly became a major competitor to Nike and Adidas by focusing on performance innovation and aggressive athlete endorsements. During the 2000s and early 2010s, UA experienced rapid growth by: • Positioning itself as a high-performance brand for serious athletes. • Sponsoring top athletes like Stephen Curry, Tom Brady, and Jordan Spieth. • Expanding into footwear, launching the UA Curry basketball shoe line to compete with Nike’s Air Jordans. • Using bold marketing campaigns such as “I Will What I Want” featuring Misty Copeland and “Rule Yourself” with Michael Phelps.			

However, by the late 2010s, UA faced branding and financial struggles, including:

- Overexpansion and declining sales, especially in footwear.
- Competition from Nike and Adidas, which had stronger cultural and lifestyle appeal.
- Struggles in the athleisure market, where Lululemon and Adidas were more dominant.
- Branding inconsistencies, as UA was seen as too performance-focused, missing out on the lifestyle sneaker trend.

Despite these challenges, Under Armour has been working to revamp its brand by focusing on digital fitness, direct-to-consumer sales, and product innovation.

1. Why did Under Armour struggle to compete in the lifestyle and athleisure market?
2. If you were Under Armour's brand manager, what steps would you take to rebrand the company for long-term success?
