Enrolment No.: ……………………………

Institute of Health Management Research

MBA Hospital and Health Management
Batch-27th (2022-2024) Health Management
Second Year, Term 5 End Term Examination, December 2023

HEM-708 Strategic Management

Time - 3 Hour **Maximum Marks: 50 (Minimum Marks: 20)**

Instructions to students:

- **This question paper contains 03 printed page/s.**
- **Don't write anything on the Question Paper except writing your Enrolment No.**

Part A

(Maximum Marks: 5)

Q1. Choose the most appropriate option for each of the following (1 mark each):

(a). An organization's __________ is the purpose or reason for the organization's existence.

(i). Strategic management
(ii). Strategy formulation
(iii). Strategy implementation
(iv). Strategic evaluation

(b). The environmental segments that comprise the general environment typically will **NOT** include-

(i). Demographic factors.
(ii). Socio-cultural factors.
(iii). Substitute products or services.
(iv). Technological factors.

(c). In VRIO framework 'V' stands for:

(i). Valuable
(ii). Valence
(iii). Variable
(iv). All of the above

(d). What is meant by focused differentiation?

(i). Providing a high perceived value service or product to a selected market segment that justifies a substantial price premium.
(ii). Simultaneously seeking to achieve differentiation and a price lower than that of competitors.
(iii). Reducing the cost.
(iv). Broad Target market.

(e). __________ process ensures that the company is achieving what it set out to accomplish.

(i). Evaluation and control
(ii). Strategy formulation
(iii). Strategy implementation
(iv). Environmental Scanning

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Part B

(Maximum Marks: 15)

Answer the following questions, in brief:

Q2. Explain VRIO Framework. (3)

Q3. What are timing tactics? Illustrate. (3)

Q4. What is Strategy Implementation? Explain common issues in strategy Implementation. (3)

Q5. What are the different types of Strategic Control? (3)

Q6. What are the barriers in evaluation? (3)

Part C

(Maximum Marks: 30)

Answer the following questions, in detail:

Q7. Draft a conceptual model for creating a 'strategic plan' for a healthcare organization. (10)

Q8. (a) 'The intensity of competition depends on several factors in healthcare industry.' Identify these factors and discuss briefly. (10)

(b) Can cost leadership strategy allow a firm to earn above-average returns despite strong competitive forces? Discuss.

Q9. Give a detailed account on various human resource activities that contribute to the effective strategy implementation. Also, explain the importance of matching organizational structure with strategy in strategy implementation. (10)