



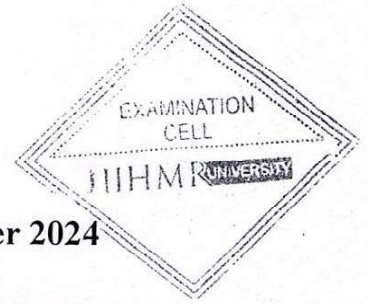
Institute of Health Management Research

MBA Hospital and Health Management

Batch-28th (2023-2025) Hospital Management

Second Year, Term 4 End Term Examination, November 2024

HOM-708 Strategic Management



Time - 3 Hour

Maximum Marks: 50 (Minimum Marks: 20)

Instructions to students:

- This question paper contains 2 printed pages.
- Don't write anything on the Question Paper except your Enrolment No.

Part A

(Maximum Marks: 5)

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

- (a). _____ is that set of managerial decisions and actions that determines the long-run performance of a corporation.
- Strategic management
 - Strategy formulation
 - Strategy implementation
 - Strategic evaluation
- (b). Strategy is developed by the visionary chief executive in _____ mode of strategic Management.
- Planning mode
 - Option Adaptive mode
 - Option Strategic mode
 - Option Entrepreneurial mode
- (c). In VRIO framework 'V' stands for:
- Valuable
 - Valence
 - Variable
 - Venture
- (d). The value chain is composed of primary & support activities. Which answer below provides the correct components for primary activities?
- Service, human resource management, marketing & sales, operations and outbound logistics
 - Marketing & Sales, Operations, Outbound Logistics and Service.
 - Procurement, Firm Infrastructure, Human Resource Management, Technology Development and Marketing & Sales.
 - Inbound Logistics, Operations, Outbound Logistics, Marketing & Sales and Service.
- (e). _____ process ensures that the company is achieving what it set out to accomplish.
- Evaluation and control
 - Strategy formulation
 - Strategy implementation
 - Environmental Scanning

Part B

(Maximum Marks: 15)

Answer any three of the following questions (5 mark each).

- Q2. Illustrate the application of Michael Porter's Five Forces Model to analyze healthcare sector in India.
- Q3. What do you understand by Strategy Implementation? Explain the issues in implementation of strategies in Healthcare Organizations.
- Q4. Explain BCG Matrix with suitable examples.
- Q5. Illustrate the application of Porter's Generic Competitive Strategies in healthcare industry.
- Q6. Give a detailed account of various human resource activities that contribute to the effective strategy implementation. Also, explain the importance of matching organizational structure with strategy in strategy implementation.

Part C

(Maximum Marks: 30)

Answer any three of the following questions in detail (10 mark each).

- Q7. Draft a conceptual model for creating a 'strategic plan' for a healthcare organization.
- Q8. Enumerate the components of external environment. Bring out a detailed study on environmental forces that affect the healthcare industry.
- Q9. What do you understand by tactics? Discuss timing and location tactics with suitable examples.
- Q10. What do you understand by corporate strategy? Discuss directional strategy in detail.
- Q11. Discuss steps involved in the process of strategic control. Is the evaluation and control process appropriate for a corporation that emphasizes innovation and creativity? Justify.

