Enrolment No.: ....

IIHMR UNIVERSITY

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

EXAMINATION CELL IIHMR UNIVERSITY

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.

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

(b). Strategy is developed by the visionary chief executive in _________ mode of strategic Management.

(i). Planning mode
(ii). Option Adaptive mode
(iii). Option Strategic mode
(iv). Option Entrepreneurial mode

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

(i). Valuable
(ii). Valence
(iii). Variable
(iv). Venture

(d). The value chain is composed of primary & support activities. Which answer below provides the correct components for primary activities?

(i). Service, human resource management, marketing & sales, operations and outbound logistics
(ii). Marketing & Sales, Operations, Outbound Logistics and Service.
(iii). Procurement, Firm Infrastructure, Human Resource Management, Technology Development and Marketing & Sales.
(iv). Inbound Logistics, Operations, Outbound Logistics, Marketing & Sales and Service.

(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 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.

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