



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
BSC HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
END OF FIRST SEMESTER EXAMINATION SEPTEMBER -DECEMBER 2023

UNIT NAME AND CODE: HMD 220 STRATEGIC MANAGEMENT IN HEALTHCARE

TIME: Two Hours

Date : 4th December 2023

TIME : Two (2) Hours Start---4.15PM-----End...6.15PM.....

INSTRUCTIONS TO CANDIDATES

- 1) This exam is out of 70 marks
- 2) Section-A is compulsory with a Total of 30 Marks
- 3) Answer any TWO (2) questions in Section B

Read carefully the additional instructions preceding each section.

SECTION A
SHORT ANSWER QUESTIONS – TOTAL of 30 MARKS

Question 1

- a) Define the following concepts as used in strategic management:
- i) Differentiation (2 marks)
 - ii) Strategic alliance (2 marks)
 - iii) Core value (2 marks)
 - iv) Competitive advantage (2 marks)
- b) List key steps in strategic management process. (5 marks)
- c) Outline the major components of the strategic plan. (4 marks)
- d) State three levels of strategy (3 marks)
- e) Outline Porter's five forces to consider in strategic planning. (5 marks)
- f) Highlight any three key principles in strategic healthcare management. (3 marks)
- g) Name the four quadrants of the growth share matrix used in strategic management. (2 marks)

SECTION B

LONG ANSWER QUESTIONS: ANSWER ANY TWO (2) QUESTIONS

EACH QUESTION HAS 20 MARKS

Question 2

Explain five philosophical approaches in strategic management in healthcare. (20 marks)

Question 3

Discuss any four principles of strategic management in health sector. (20 marks)

Question 4

The five "Ps" in strategic management refer to the five key elements that are critical to the success of any strategic plan. These are People, Process, Product, Promotion, and Place. Propose ways to ensure that these elements are taken into consideration during strategic management process in healthcare. (20 marks)