

# AMREF INTERNATIONAL UNIVERSITY SCHOOL OF PUBLIC HEALTH DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT BSC HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT END OF SEMESTER EXAMINATION APRIL 2024

UNIT CODE: HMD 227 UNIT NAME: STRATEGIC MANAGEMENT IN HEALTHCARE

Date: April 2024

TIME : Two (2) Hours Start

End

## **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: COMPULSORY (30 MARKS)

#### **QUESTION ONE**

a) Outline the major phases of the strategic management process in health care organizations.

(4 marks)

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Define the BCG matrix model in strategic management.	(4 marks)
Distinguish between SWOT analysis and PESTLE analysis.	(4 marks)
State two differences between corporate strategy and business strategy.	(4 marks)
Highlight six important questions of strategic thinking.	(6 marks)
Define any two stability strategies.	(4 marks)
List 4 ethical principles to consider in strategic management.	(4 marks)
	Distinguish between SWOT analysis and PESTLE analysis. State two differences between corporate strategy and business strategy. Highlight six important questions of strategic thinking. Define any two stability strategies.

## SECTION B: ANSWER <u>ANY</u> TWO (2) QUESTIONS (40 MARKS)

#### **QUESTION TWO**

Discuss any five factors that influence the intensity of competition in healthcare industry. (20 marks)

## **QUESTION THREE**

Explain four ways in which you can apply the balanced score card in strategic management in healthcare organizations giving concrete examples. (20 marks)

### **QUESTION FOUR**

Analyze how Michael Porter's five forces model help managers to identify the opportunities and threats confronting a company giving examples in health sector in Kenya. (20 marks)