



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
BACHELOR OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT AND
DEVELOPMENT
END OF SEMESTER EXAMINATION DECEMBER 2024
HMD: 227: STRATEGIC MANAGEMENT

Date: December 2ND 2024

TIME : 2 Hours **Start:** 4:30 pm **End:** 6:30

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
- 4) DO NOT WRITE ON THE QUESTION PAPER

Read carefully the additional instructions preceding each section.

SECTION A SHORT ANSWER QUESTIONS.

1. a). Define strategic management (3 marks)

b). What is the significance of strategic management in modern healthcare organizations?

(2 Marks)
2. Give five perspectives on the applicability of the Balanced Scorecard in healthcare strategic planning. (5 Marks)
3. Name five critical steps in strategy implementation. (5 Marks)
4. State five external environmental forces in strategic decision-making (5 Marks)
5. What are the merits of the SWOT analysis as a tool for analyzing the business environment (5 Marks)
6. State five strategic options available to a firm that intends to implement a retrenchment strategy (5 Marks)

SECTION B: ANSWER ANY TWO QUESTIONS IN THIS SECTION (40 MARKS).

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Case Scenario: Strategy Implementation at Sunrise Hospital, Kisumu

Sunrise Hospital in Kisumu, a private healthcare facility, aims to become a leading provider of affordable, high-quality healthcare in the region. In 2022, the hospital launched a **five-year strategic plan** with key goals:

1. **Service Expansion:** Open new oncology and cardiology units.
2. **Technology Adoption:** Introduce electronic health records (EHR) and telemedicine.
3. **Improved Patient Experience:** Reduce wait times and launch a loyalty program.
4. **Talent Management:** Hire specialists and train staff.
5. **Community Engagement:** Organize health outreach programs in rural areas.

However, Sunrise Hospital faces several challenges during implementation. Funding for the new units and technology is limited, and some employees resist the new EHR system, feeling overwhelmed by the changes. In addition, the hospital must comply with national healthcare regulations, which have delayed some services. Competition from other hospitals in the area is increasing, and tension between the hospital board and management about resource allocation has created further difficulties.

Case Questions (10 Marks Each)

- i) Discuss five ways through in which Sunrise Hospital can overcome employee resistance while implementing the new technology (EHR system). (10 marks)
- ii) Explain five ways that Sunrise Hospital may use to prioritize its resources to effectively balance service expansion, technology investment, and talent management. (10 marks)

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Hope Hospital is exploring different growth strategies to enhance its service delivery and financial performance.

- a). Propose five strategies for horizontal growth at Hope Hospital. (5 marks)
- b). Discuss three potential benefits and two risks of the proposed growth strategies in question (a) above (5 marks).
- c). Suggest three ways Hope Hospital can use to measure the success of the chosen strategies in question (a) above (10 marks)

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- a). Elaborate five roles of strategic leadership in managing change within healthcare organizations (10 marks)
- b). Provide four examples of successful change management initiatives from the Kenyan healthcare system. (10 Marks)