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Total No. of Questions: [10]

MBA (Hospital Administration) (Semester – 4th)
STRATEGIC MANAGEMENT
Subject Code: MBADS2405
Paper ID: [22261022]

Time: 03 Hours **Maximum Marks: 60**

Instruction for candidates:

1. Section A consists of 10 compulsory short notes of two marks each.
2. Section B consists of Four Units (Unit – I, II, III & IV). Each unit contains two questions of 8 marks each. Student has to attempt one question from each unit.
3. Section C (8 Marks): A short Case Study related to the syllabus.

Section – A **(2 marks each)**

Q1. Attempt the following:

a) Define healthcare strategic management and its importance in healthcare organizations.
b) List the key elements of a strategic management process in healthcare.
c) Can you suggest alternative frameworks or models that complement or extend the analysis provided by Porter's Five Forces Model?
d) Explain the concept of value chain analysis and its significance in strategic management.
e) Differentiate between a vision statement and a mission statement with examples
f) Describe the difference between strategic management and operational management in healthcare.
g) Identify the stakeholders involved in healthcare strategic management and their roles.
h) Explain the importance of setting strategic goals and objectives in healthcare organizations.
i) Discuss the role of leadership in driving strategic change in healthcare organizations.
j) What are the main components of Porter's Five Forces Model

Section – B **(8 marks each)**

UNIT-I

Q2. Discuss the steps involved in the strategic planning process in healthcare organizations. How does each step contribute to organizational success?

Q3. Explore the components of strategic intent, including vision, mission, business definition, goals, and objectives. How do these elements align to provide a clear direction for an organization?

UNIT-II

Q4. Conduct a SWOT analysis for a healthcare organization of your choice. Based on the analysis, identify strategic opportunities and threats, and propose strategic initiatives to capitalize on strengths and mitigate weaknesses.

Q5. Describe methods for evaluating the success of strategic change initiatives in healthcare organizations

UNIT-III

Q6. Evaluate the role of leadership in driving strategic change in healthcare organizations. How can leaders ensure that communication regarding strategic change is transparent, consistent, and aligned with organizational values? What communication channels and tools can leaders utilize to effectively convey strategic goals and initiatives to employees at all levels?

Q7. Analyze the challenges and opportunities associated with change management in healthcare organizations. How can change management theories and models be applied to facilitate successful organizational change?

UNIT-IV

Q8. How do qualitative factors influence strategic choice in organizations? Discuss the role of organizational structure in strategy implementation.

Q9. Outline the key steps involved in effectively implementing strategic initiatives in healthcare organizations and how can leaders overcome resistance to change and foster a culture of innovation and adaptability among employees?

Section – C (8 marks)

Q10. Case Study:

You are a healthcare administrator tasked with leading the strategic management initiatives at AIIMS hospital. The hospital is facing challenges such as increasing competition in areas of quality, changing patient demographics, and evolving healthcare regulations. Your role is to develop and implement strategic initiatives to ensure the hospital's long-term sustainability and continued delivery of high-quality care.

Based on the provided scenario, outline a strategic management plan for the hospital, addressing the following key areas:

a) Internal SWOT Assessment
b) Creating a mission and vision statement for the AIIMS hospital seeking NABH accreditation.
c) Develop clear and measurable strategic objectives aligned with the hospital's mission and vision.
d) Formulate a competitive strategy to enhance the hospital's market position and differentiate its services from competitors.
e) Establish mechanisms for monitoring and evaluating the effectiveness of the strategic management plan.