



Strathmore
UNIVERSITY

STRATHMORE BUSINESS SCHOOL

MASTER OF BUSINESS ADMINISTRATION IN HEALTHCARE MANAGEMENT

END OF SEMESTER EXAMINATION

HCM 8201: DECISION ANALYSIS FOR HEALTHCARE MANAGERS

Date: Saturday 23rd April 2022

Time: 3 Hours

Instructions

1. This examination consists of **FIVE** questions.
2. Answer **Question One** and **any other TWO questions**
3. Be as precise and concise as possible

Question 1 (30 Marks) (Compulsory)

Please read carefully the case attached and answer the following Questions: (Guroo Bringing the Price Transparency to US Healthcare Consumers?) and then answer following questions.

Required:

- a) What is the problem in this case facing GUROO? **(1 marks)**
- b) Demonstrate at least **FOUR** ways in which you can prove that the chosen Problem is the problem facing GUROO Project team in the case above **(5 Marks)**
- c) Price Transparency in Healthcare in Kenya is also an issue that has eluded the Healthcare System in Kenya till now. Under the circumstances in Kenya, in your opinion, learning from this case, can the ministry come triumphant, in case they wish to, in removing the blindfold of healthcare pricing in Kenya? **(2 Marks)**
- d) In our Learning, it's become clear that a decision not executed isn't a decision but just an expression of good intention. For instance, when the government talks of improving health outcomes through capacity building in healthcare, yet they don't do it, it's just good intention but not a decision. When Michuki Said he wants to see all seated in Matatus belted, he executed it and that was a decision. In the case here, when Guroo promised price

transparency, they could not deliver it within the circumstances. That means they didn't think clearly how to execute their intended decision. Use the five steps in Implementing a decision, illustrate how, Guroo or the government good intentions in healthcare could be executed. **(10 Marks)**

- e) Suppose you are asked by the Principal Secretary for health to advise the Ministry as a consultant on how to implement a price Transparency into Kenyan Healthcare Consumers, what would be the key criteria you will build in developing that kind of system or platform. Please illustrate how guided by the Principles of Decision Making you will succeed in Coming up with this system or plan. **(8 Marks)**
- f) State and explain the four conditions of Decision-making and how the use of the understanding of these conditions would have saved the GUROO Project **(4 Marks)**

Question 2 (15 Marks)

- a) What are the pros and cons of (a) individual decision making, and (b) group decision making **(7marks)**
- b) Describe and illustrate with examples, any four cognitive biases that may affect decision making **(8 marks)**

Question 3 (15 Marks)

You have been asked by your organization to determine a way forward in means of growing your hospitals revenues. The problem is very clear that if the revenues don't come, the hospital may have a close.

Required

- a). Which step in the decision-making process is the most important **(3 Marks)**
- a) Generating alternatives
 - b) Choosing an alternative
 - c) Evaluating alternatives
 - d) Learning from feedback

b). with the help of a clear Explanation of the Decision-making process Justify your answer

(12 Marks)

Question 4 (15 Marks)

As Executive in health Management, you are faced with decision-making that either makes or destroys life. These are very critical decisions since you must do diagnostics, make inferences and recommend treatment. This is how critical your role is hence high need for critical thinking.

Required:

Using Lexical of Decision Making (Thinkers Lexical), please explain different levels of Knowledge and how by knowing them you improve your level of critical thinking **(15 Marks)**

Question 5 (15 Marks)

It has been noted that Executives believe that the more decisions they make the more Effective they are yet that is not true since Executives should instead focus on Making the most important decisions for the organization. This is a big problem so much so that most executives can't even go on leave because the fear is that their subordinates will usurp their power. The executives want to be on top of everything and they need to be involved in every decision including very routine ones like delivery of supplies to their premises. This keeps them so busy that they are constantly on the urgent and important box with no room for creativity since they are always reactive, not proactive.

Required

- a) Give at least 2 differences between having proactive and Reactive agents in an organization **(5 Marks)**
- b) Explain two ways in which you would determine the effectiveness of any Decision you have ever taken **(5 Marks)**
- c) According to Peter Drucker, there are six Sequential steps in Making an effective Decision, using a problem that you have ever solved, please Illustrate these steps. **(5 Marks)**