



Strathmore
UNIVERSITY

STRATHMORE BUSINESS SCHOOL

MASTER OF BUSINESS ADMINISTRATION IN HEALTHCARE MANAGEMENT

END OF SEMESTER EXAMINATION

HCM 8201: HEALTH ENTREPRENEURSHIP AND NEW VENTURE

Date: Tuesday, 16th March 2021

Time: 3 Hours

Instructions

- This examination consists of **FOUR** questions. Answer **THREE** questions in total. You must answer compulsory question 1 and any other two questions.
- Use the idea for a startup that you worked on in class as examples, but you can also use other ideas/businesses to illustrate your answers with examples.

Question 1 (Compulsory): (30 marks)

- Are entrepreneurs born or made? Present arguments and evidence for either or both sides of the argument in ~500 words. **(15 Marks)**
- Describe at least five themes of “desirable and acquirable attitudes and behaviours” of entrepreneurs. **(15 Marks)**

Question 2: (15 Marks)

Using the business model that you worked on in class as an example, describe:

- The difference between a startup and a company, and the importance of making this distinction **(3 Marks)**
- How the value proposition and customer segments of your business model are related **(3 Marks)**
- The role of the business model canvas in planning your startup. **(3 Marks)**
- The importance of speaking to potential customers/partners, and an example of ‘pivoting’ that resulted from engaging them. **(3 Marks)**
- How you calculated the size of your Served Available Market (NOT the Total Available Market or Target Market) **(3 Marks)**

Question 3: (15 Marks)

Distribution is the process of making a product or service available for the customer who needs it. Describe five possible distribution channels for your product/service. Choose the most likely channel you will use in the first year of the startup and describe why.

Question 4: (15 marks available – 3 marks each)

Answer all questions in this section. In each, choose one right answer from the choices available, and justify your choice

1. What is the function of a startup?
 - a. To set up a mini-company with all the structures
 - b. To find a business model that can be replicated
 - c. To raise financing for a company
 - d. All of the above

2. Which of the following is NOT part of the business model canvas?
 - a. Customer segments
 - b. Business plan
 - c. Revenue streams
 - d. Cost drivers

3. Which of the following is NOT a step in the process of customer discovery?
 - a. Test the problem
 - b. Test the solution
 - c. Sell the product
 - d. Verify or Pivot

4. What is the Served Available Market of a smart phone-based educational app for diabetes in Kenya?
 - a. The number of patients and care-givers for diabetes with a smart phone
 - b. The number of patients and care-givers for diabetes
 - c. All doctors with smart phones
 - d. Diabetic patients with smart phones visiting your facility

5. Which is NOT an example of a distribution channel for a product/service?
 - a. E/M-commerce site
 - b. App store
 - c. Print advertising
 - d. Retail store