



# STRATHMORE UNIVERSITY

## Strathmore Business School

Master of Business Administration Healthcare Management

### END OF SEMESTER EXAMINATION

### HCM 8102: HEALTHCARE ENTREPRENEUR AND NEW VENTURE

### MANAGEMENT.

**DATE:** Friday, 15th April 2016

**Time:** 3 hours

---

---

#### **Instructions**

Answer question **ONE** and **ANY OTHER TWO** questions

#### **Section A**

##### **Question 1 (24 Marks)**

Critically examine the notion that business failure is a necessary part of the entrepreneurial process. Focus your attention on examining **HOW** an entrepreneur's business failure experience can impact his/her subsequent new venture creation.

#### **Section B**

Lisa Conte and partners see the position of Napo Pharmaceutical in its current market as insecure given its share price losses (exhibit 3), precarious financial position (exhibit 4) and difficulty in securing funds to support its operations. However, following new growth opportunities in other markets, Lisa and colleagues find it attractive to reposition their business in order to venture into other markets. As a Management Consultant to Lisa and her partners you have been asked to:

##### **Question 2(18 Marks)**

Undertake a critical assessment of the external business environment situation confronting Napo using the PEST framework as a guide.

**Question 3(18 Marks)**

Carry out a comprehensive internal evaluation of Napo. This is because Lisa and partners want to capitalize on their own experiences, competences and networks as well as the image of Napo brand to help exploit new market opportunities.

**Question 4(18 Marks)**

Undertake a brief assessment of the opportunities available to Napo in the IBS market and recommend the most appropriate direction for the company using the Ansoff analytical matrix as a guiding framework.

**Question 5(18 Marks)**

Should Napo continue negotiations with Public Health International? If you agree with the negotiations to proceed, what are your arguments for proceeding with the deal? If disagree with the negotiations to proceed, what alternative path(s) should the company take? Note: you must make a choice to either agree or disagree with the negotiations proceeding.