



Strathmore
UNIVERSITY

STRATHMORE BUSINESS SCHOOL

MASTER OF BUSINESS ADMINISTRATION IN HEALTHCARE MANAGEMENT

END OF SEMESTER EXAMINATION

**HCM 8102: HEALTHCARE ENTREPRENEURSHIP & NEW VENTURE
MANAGEMENT**

Date: Thursday, 17th February 2022

Time: 3 Hours

Instructions

1. This examination consists of **FOUR** questions. Answer **THREE** questions in total. You must answer compulsory question 1 and any other two questions.
2. Use the idea for a start-up 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)

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

- a) The difference between a start-up and a company, and the importance of making this distinction **(10 Marks)**
- b) How the value proposition and customer segments of your business model are related **(10 Marks)**
- c) The sizes of your total and served available markets, and how you calculated them **(10 Marks)**

Question 2 (15 marks)

Please refer to the attached research article titled “Teaching personal initiative beats traditional training in boosting small business in West Africa”

<https://www.science.org/doi/10.1126/science.aan5329>

The research presented in this article addresses the popular question “are entrepreneurs born or made?”

Using this article and your class material and discussions, discuss the evidence for both sides of the argument and present your opinion.

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 start-up and describe why.

Question 4 (15 marks)

- a) How do 'market types' influence the activities of a new venture? Use examples to illustrate your answer. **(7 Marks)**
- b) Using examples, describe what is known about customers (and their needs), the risks for start-ups, in a "clone market". **(8 Marks)**