



**Strathmore**  
UNIVERSITY

## **STRATHMORE BUSINESS SCHOOL**

MASTERS OF BUSINESS ADMINISTRATION HEALTHCARE MANAGEMENT

**END OF SEMESTER EXAMINATION**

**HCM 8201: HEALTHCARE ENTREPRENEURSHIP AND NEW VENTURE  
MANAGEMENT**

**DATE:** Friday, 10<sup>th</sup> March 2017

**Time:** 3 Hours

---

---

### **Instructions**

1. The examination consists of **FIVE** questions
2. Answer **Question ONE (COMPULSORY)** and **ANY OTHER TWO** questions.

### **Question 1: Compulsory (30 Marks)**

**Read the case provided and answer all FOUR questions below**

- a) Undertake a critical assessment of the **external** business environment situation confronting Vaatsalya Hospitals using the **PEST framework** as a guide **(10 Marks)**
- b) Carry out a comprehensive evaluation of the human resource capability of Vaatsalya Hospitals. This is because the co-founders of Vaatsalya Hospitals want to capitalize on their human resource capital to exploit new market opportunities **(10 Marks)**
- c) Critically discuss the at least **TWO** key drivers of the success of Vaatsalya Hospitals' Business Model **(5 Marks)**
- d) Critically evaluate at least **TWO** challenges that Vaatsalya Hospitals would have to address in order to scale up the business **(5 Marks)**

### **Question 2 (15 Marks)**

It has been argued that business failure can cause entrepreneurs to feel grief and a negative emotional response which may interfere with their ability to learn from events surrounding the failure. Using examples from your own or others' experiences with business failure, explain the benefits that business failure experience can bring to entrepreneurs.

### **Question 3 (15 Marks)**

Identify and critically evaluate **THREE** market related issues to consider when evaluating a new business opportunity.

**Question 4 (15 Marks)**

With the aid of relevant examples, explain:

- a) The difference between a manager and an entrepreneurial leader. **(7 Marks)**
- b) At least TWO major themes that characterize the mind-sets, attitudes, and actions of a successful entrepreneur. **(8 Marks)**

**Question 5 (15 Marks)**

Finding a potential opportunity is most often a matter of being the right person, in the right place, at the right time. Identify and discuss FIVE sources of gathering information on new business ideas.