



STRATHMORE BUSINESS SCHOOL

MASTER OF BUSINESS ADMINISTRATION IN HEALTHCARE MANAGEMENT

END OF SEMESTER EXAMINATION

**HCM 8102 HEALTHCARE ENTREPRENEURSHIP AND NEW VENTURE
MANAGEMENT**

Date: Friday 14th April 2023

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 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)

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) What is “product-market fit”, including examples? **(10 Marks)**
- c) The roles of the business model canvas and pitch deck in the startup journey **(10 Marks)**

Question 2 (15 marks)

Describe the differences between using equity and debt capital to grow a startup and discuss the pros and cons of each.

Question 3 (15 marks)

- a) How do ‘market types’ influence the activities of a new venture? Use examples to illustrate your answer. **(5 Marks)**
- b) Using examples, describe the competition and customers (and their needs) for start-ups in new and existing markets. **(10 Marks)**

Question 4 (15 Marks)

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

(15 marks available – 3 marks each)

1. What is the main goal of a startup; why?
 - a. To set up a mini-company with all the structures needed to do business
 - 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; why?
 - 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; why?
 - 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; why?
 - 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; why?
 - a. E/M-commerce site
 - b. App store
 - c. Print advertising
 - d. Retail store