

IV Semester M.B.A. Degree Examination, July 2016
(CBCS)

MANAGEMENT

4.5.2 : Strategic Management in Health Care Setting

Time : 3 Hours

Max. Marks : 70

SECTION – A

Answer any five of the following questions. Each question carries five marks. (5x5=25)

1. How can a decision maker identify strategic factors in the Hospital's External and International Environment ?
2. What are strategic alliances ? Explain their advantages and disadvantages. How to make strategic alliances work successfully ?
3. An efficient and effective Medical Audit needs the support of Medical Record System." Critically analyse.
4. Explain Quality Certification System in Hospital. Elucidate the various features of NABH accreditation.
5. Explain the elements of Total Quality Management (TQM).
6. Discuss the quality of process in a Blood Bank Services in a Government Hospital ?
7. Why failure rate with regard to innovations is high ? Elaborate the various steps to build a competency in innovation and avoid failure.

SECTION – B

Answer any three of the following questions. Each question carries ten marks.

(3x10=30)

8. What are Grand Strategies ? Explain the various retrenchment strategies a health care organisation may follow.
9. Write short notes on :
 - a) PDCA cycle
 - b) Quality Audit
 - c) Quality Manual.

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10. Define Quality Accreditation. Define the role of National and International Bodies for accreditation in health care.
11. Write briefly the criteria for evaluation of quality services in Front Office and inpatient Wards.

SECTION – C
(Case study)

Compulsory Section.

(1×15=15)

12. Read the following example of a **Kinder-Care Centres** that has had its share of successes and failures in a very unique industry. Consider the questions at the end of the paragraph and discuss them with others.

Kinder-Care had been founded to take advantage of the increasing numbers of dual-career couples who were turning to day-care centres to watch their children while they were at work. In comparison to some centres that were nothing more than baby-sitting services providing only minimal attention to the needs of the children. Kinder-Care offered pleasant surroundings staffed by well-trained personnel. Soon kinder-care had over 1,000 centers in almost 40 cities in the United States. Not satisfied with its success, however, Kinder-Care's top management decided to take advantage of its relationship with working parents to diversify into the somewhat related business of banking, insurance and retailing. Financed through junk bonds, the strategy failed to bring in enough cash to pay for its implementation. After years of losses, the company was driven to bankruptcy in the later 1990s.

It emerged from bankruptcy in 2003, divested of its acquisitions and pledged to stay away from diversification. The new CEO initiated a concentration strategy with an emphasis on horizontal growth.

Kinder-Care opened its first center catering expressly to commuters in a renovated supermarket near the Metro line to Chicago. It also offered to build child-care centres for big employers or to run existing facilities for a fee.

It opened its first overseas center in Britain. By 2014, the company was earning \$ 21.7 million on revenues of \$ 506.5 million with centres in 38 states and the United Kingdom.

Questions :

- i) What did this company do right ?
 - ii) What mistakes did it make ?
 - iii) Do you think it made the right decision to grow internationally ?
 - iv) Should it expand further ? If so, what corporate strategy should it use ?
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