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| Trim: Sep – Nov 24   |   |  |
| Maximum Marks: 50  | Examination: ETE Exam   | Date: 13 <sup>th</sup> Jan 2025    Duration: 3 Hours |
| Programme code: 06<br>Programme: MBA HCM                                       | Class: SY   | Semester/Trimester: V                                |
| College: K. J. Somaiya Institute of Management                                 | Name of the department/Section/Center: MBA- Healthcare Management |  |
| Course Code: 117P06C503  | Name of the Course: Strategic Management                          |  |
| Instructions: Question No.1 is Compulsory. Solve any SIX from Question 2 to 9. |   |  |

| Question No. |   | Max. Marks |
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| Q.1.         | <p><b>Case Study:</b></p> <p style="text-align: center;"><b><u>MedTech Hospitals: Strategic Challenges and Future Directions</u></b></p> <p>MedTech Hospitals, established in 2003, is a chain of 25 mid-sized hospitals operating in tier-II cities across India. Known for its affordable care and high-quality services, MedTech has built a strong reputation over two decades. The organization primarily focuses on outpatient treatments, minor surgeries, and preventive care services, catering to middle-income families who seek cost-effective healthcare options. MedTech's value proposition lies in its efficient processes, volume-driven services, and standardized treatment protocols, which ensure consistent quality while keeping costs low.</p> <p>To maintain its competitive pricing, MedTech outsources several non-core operations. Diagnostics services are managed by third-party labs located within the hospital premises. Pharmacy services are contracted to a large retail pharmacy chain, while non-core functions like housekeeping and cafeteria management are outsourced to specialized vendors. While this outsourcing model has helped MedTech maintain cost efficiency, it has led to occasional challenges, such as patient complaints about diagnostic errors, inconsistent cafeteria hygiene, and delays in housekeeping services.</p> <p>Recently, MedTech has observed declining patient inflows and increased competition from both established players and new entrants in the market. Competitors have introduced premium services and state-of-the-art facilities, attracting patients willing to pay more for a superior experience. Furthermore, patient expectations are shifting, with a growing demand for personalized care and value-added services.</p> <p>In response to these challenges, MedTech's management is considering strategic initiatives to sustain its market position and drive growth. These include:</p> <ul style="list-style-type: none"> <li>• Diversifying into advanced inpatient care services, such as complex surgeries and critical care, to attract affluent patients.</li> <li>• Introducing value-added services, such as personalized wellness packages, telemedicine consultations, and health monitoring apps, to enhance patient experience.</li> <li>• Upgrading hospital infrastructure, including modern diagnostic equipment and luxury patient rooms, to compete with premium service providers.</li> <li>• Revisiting the outsourcing model to improve quality control over outsourced services and reduce patient complaints.</li> </ul> <p>MedTech's leadership recognizes that these initiatives will require significant investments and a shift in the organization's operational and strategic focus. The management team must carefully evaluate the feasibility, risks, and long-term benefits of these strategies before implementation.</p> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li>Write a note on the Value Chain Analysis and its relevance in improving MedTech's service quality and efficiency.</li> <li>Identify and explain the primary and support activities in MedTech's value chain.</li> <li>Conduct a SWOT analysis for MedTech based on the case. How can it leverage strengths to seize opportunities?</li> <li>Evaluate the risks and benefits of revisiting the outsourcing model for MedTech.</li> </ol> | 20         |
| Q.2.         | Explain Blue Ocean strategy with respect to the hospitality industry. Give a suitable example.  | 5          |
| Q.3.         | Draft a vision and mission statement for a new healthcare start-up offering AI-powered diagnostic tools that aim to make preventive healthcare affordable and accessible to rural India.  | 5          |

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| Q.4. | Explain any two types of Expansion Strategies under Corporate Level Strategies. Use relevant example from any industry of your choice.  | 5 |
| Q.5. | HealthCare Corp. has developed a unique orthopedic implant system that is lightweight, durable, and customized for each patient using 3D printing technology. The price of this implant is significantly higher than traditional implants, but it has gained popularity among patients and doctors for its innovative design and performance. What strategic approach is HealthCare Corp. using? Explain.   | 5 |
| Q.6. | <p><b>Case-Based MCQs:</b></p> <p>Based on the following case snippet, answer the questions below:</p> <p>HealthyLife Pharma is a medium-sized company specializing in generic drugs. It has built a solid reputation for producing affordable medications. However, due to increasing competition and regulatory pressures, its market share has been shrinking. The company's CEO has decided to hire a strategy consultant to analyze the situation. After conducting a SWOT analysis, the consultant proposed the following strategies:</p> <ul style="list-style-type: none"> <li>● Invest in R&amp;D to develop branded drugs.</li> <li>● Improve operational efficiency to cut costs.</li> <li>● Focus on untapped rural markets with a differentiated marketing strategy.</li> <li>● Enhance branding to improve customer loyalty.</li> </ul> <p><b>Questions:</b></p> <ol style="list-style-type: none"> <li>1. The consultant identified the untapped rural markets as:             <ol style="list-style-type: none"> <li>(a) Strength</li> <li>(b) Opportunity</li> <li>(c) Weakness</li> <li>(d) Threat</li> </ol> </li> <li>2. Which strategic level would involve decisions related to the company's R&amp;D investments?             <ol style="list-style-type: none"> <li>(a) Corporate Level</li> <li>(b) Business Level</li> <li>(c) Functional Level</li> <li>(d) Operational Level</li> </ol> </li> <li>3. Based on Porter's Five Forces, which force might be affecting HealthyLife Pharma's shrinking market share?             <ol style="list-style-type: none"> <li>(a) Bargaining Power of Suppliers</li> <li>(b) Bargaining Power of Buyers</li> <li>(c) Threat of New Entrants</li> <li>(d) Threat of Substitutes</li> </ol> </li> <li>4. Improving operational efficiency and cutting costs align with which generic strategy?             <ol style="list-style-type: none"> <li>(a) Cost Leadership</li> <li>(b) Differentiation</li> <li>(c) Focus</li> <li>(d) Innovation</li> </ol> </li> <li>5. Developing branded drugs is an example of which strategy?             <ol style="list-style-type: none"> <li>(a) Market Penetration</li> <li>(b) Product Development</li> <li>(c) Market Development</li> <li>(d) Diversification</li> </ol> </li> </ol> | 5 |
| Q.7. | Discuss the Ansoff Matrix with respect to a hospital looking to expand its services. Provide suitable examples for each quadrant of the matrix.   | 5 |
| Q.8. | Explain the use of BCG Matrix in any FMCG company of your choice.   | 5 |
| Q.9. | Discuss the McKinsey 7S Framework. Apply it to MedTech Hospitals to suggest how organizational alignment can drive strategic success.   | 5 |