Enrolment No. _____

AHMEDABAD UNIVERSITY

AMRUT MODY SCHOOL OF MANAGEMENT

UNDERGRADUATE PROGRAMMES

2024-2025 MONSOON SEMESTER

END SEMESTER EXAMINATION

MGT341 COMPETITIVE STRATEGY

Date: 02-12-2024 Total Marks: 40

Time: 08.00 am – 10.15 am No. of printed pages: 01 + 09

Instructions:

- This question paper consists of a case study – Apollo Hospitals: The Journey of Digital Tran (enclosed) with 9 pages and question paper with three questions. Please note that there is a typo in page numbers in the case. The number of pages are 9.
- It is a closed book and closed notes exam. No electronic gadgets, notes or books will be allowed into the examination hall.
- Do not explain any theory. Apply the relevant concepts with case facts.
- Clearly write assumptions, if any, before commencing your answers.
- **You would not be provided with any additional supplementary and so write to the point.**

Q1. Apollo Hospitals initiated a comprehensive digital transformation. Analyse how this strategy enables Apollo to navigate shifts in patient behaviour, leverage technological advancements, and remain competitive in a rapidly evolving healthcare environment. Consider the interconnected impacts of technology, patient care, and market dynamics in your response. Support your evaluation with evidence from the case. (10 marks)

Q2. According to you, why did Apollo Hospitals initiate the various digital transformation initiatives? Evaluate how these initiatives contribute to Apollo's strategic capabilities as described in the case. Are they sustainable? Using the appropriate theoretical framework, recommend what Apollo Hospitals should prioritise by matching their strategic capabilities. Provide evidence from case facts to support your assessment. (15 marks)

Q3. Assess the overall strategy of Apollo Hospitals by using the appropriate framework. Create a refined vision and mission statement for Apollo Hospitals that incorporates its digital strategy. According to you, how do the various digital strategy initiatives affect the generic strategy followed by Apollo Hospitals? (15 marks)

Kindly Prefer the case study No: IMB965

Apollo Hospitals : The Journey of Digitala Tcansformation