



**AMREF INTERNATIONAL UNIVERSITY**  
**UNIVERSITY EXAMINATIONS**  
**SEPTEMBER – DECEMBER 2021 SEMESTER**  
**SCHOOL OF PUBLIC HEALTH**  
**DEPARTMENT OF COMMUNITY HEALTH**  
**MASTER OF PUBLIC HEALTH**

**COURSE CODE: MAP 721**

**COURSE TITLE: PROJECT DESIGN AND MANAGEMENT**

**DATE: TUESDAY 14<sup>TH</sup> DECEMBER 2021**

**TIME: THREE HOURS      START: 2:00PM FINISH: 5:00PM**

**Instructions**

1. This exam is out of 100 marks
2. The **first question** is compulsory
3. Answer an additional **three (3)** questions from the other **five (5)**
4. The exam shall take 3 hours

## **COMPULSORY QUESTION ONE**

### **Question 1**

Henri Fayols formulated the 6 functions and 14 principles of management in 1916.

(a) Discuss the five functions of management according to Henri Fayol? (10 Marks)

(b) Discuss the six challenges you are likely to encounter in application of Henri Fayols principles of management in modern day management practice. (15 Marks)

## **CHOOSE THREE OF THE FOLLOWING FIVE QUESTIONS**

### **Question 2**

(a) Briefly discuss the concept of delegation. (5 Marks)

(b) Joyce has been working as a human resource manager for Bidii International, a Non-Governmental Organization for the last two years. Recently, she has realized that she is spending a lot of time doing office work even during her free time. She gets to the office very early in the morning and leaves late at night. The Chief Executive Officer has noted the heavy work load and advised her to delegate some of the duties to one of the staff in her Department. Discuss the eight steps that Joyce should follow to ensure the tasks are delegated and performed well as expected. (20 Marks)

### **Question 3**

(a) Briefly explain the concept of strategic planning (5 marks)

(b) The Minister for Health has appointed you to head the strategic planning process for the Ministry. As the team leader, you will work with a six member committee and the job is to be completed in six months. Discuss the eight components that you would include in the ministerial strategic plan document. (20 Marks)

### **Question 4**

(a) According to Alexander (2018) knowledge management targets explicit, implicit and tacit knowledge. Explain this statement with examples. (9 Marks)

(b) The Board of Directors for the Glory Supermarkets in their annual meeting have made the following observations. That employees do not share the existing knowledge in the organization. As a result, many staff have challenges undertaking tasks that are well known by other staff members who have worked for a long period in this supermarket. This has led to commission of errors that would otherwise have been avoided if there was free flow of existing knowledge. The

Board has tasked you as the Director of the supermarket to address this concern. Discuss with examples four principles of knowledge management that will guide you in accomplishment of this task (16 Marks)

**Question 5**

The World Focus International has been funding your project on water and sanitation. According to your agreement with the donor, the progress report will be submitted biannually. Further you are required to make a 20 minutes presentation to the donor on project progress. The donor has not provided a format for the progress report and the presentation even though the report is due in two weeks' time.

- (a) Discuss the six components that you will include in your progress report format. (18 Marks)
- (b) Explain the seven considerations that you will observe in making your presentation (7 Marks)

**Question 6**

- (a) Using a project of your own choice, identify two indicators for project monitoring and provide a definition for each indicator (7 Marks)
- (b) Discuss the usefulness of any six components of a monitoring and evaluation plan (18 Marks)