



**AMREF INTERNATIONAL UNIVERSITY**  
**SCHOOL OF PUBLIC HEALTH**  
**DEPARTMENT OF COMMUNITY HEALTH**  
**MASTER OF PUBLIC HEALTH**  
**SPECIAL AND SUPPLEMENTARY EXAMINATION MARCH 2024**

**UNIT CODE:** MAP 721: PROJECT DESIGN AND MANAGEMENT  
**DATE:** 15<sup>th</sup> March, 2024  
**TIME:** Three Hours      **Start:** 16.30 Hours      **Finish** 18.30 Hours

**INSTRUCTIONS**

1. This exam is marked out of 100 marks
2. This Examination comprises TWO Sections  
**Section A: Compulsory Question (25 marks)**  
**Section B: Long Answer Questions (75 marks)**
3. All questions in Section A are compulsory and Answer any THREE questions in Section B
4. This online exam shall take 3 Hours
5. Late submission of the answers will not be accepted
6. Ensure your web camera is on at all times during the examination period
7. No movement is allowed during the examination
8. Idling of your machine for 5 min or more will lead to lock out from the exam
9. The Learning Management System (LMS) has inbuilt integrity checks to detect cheating
10. Any aspect of cheating detected during and or after the exam administration will lead to nullification of your exam.
11. In case you have any questions call the invigilator on Head of Department on Tel +254 720 573 449 or Ag Head of Department +254 723 742 370
12. For adverse incidences please write an email to: [amiu.examinations@amref.ac.ke](mailto:amiu.examinations@amref.ac.ke)

## **SECTION A: COMPULSORY (25 Marks)**

1. Define the following terminologies used in project management:

- (a) Unity of command **(5 Marks)**
- (b) Strategic planning **(5 Marks)**
- (c) Project assumptions **(5 Marks)**
- (d) Competitive advantage **(5 Marks)**
- (e) Change language **(5 Marks)**

## **SECTION B**

### **ANSWER ANY THREE (3) QUESTIONS (75 Marks)**

2. According to Freeman (2010) organizations exist to meet the stakeholders' needs. You have been appointed as a Director for partnership in Malaria Control International a reputable Non-Governmental Organization. Identify five key partners and explain how you will satisfy each partner. **(25 Marks)**
3. In December 2023, you were appointed to attend a training on human resource management in Britain. During the training, you realized that your organization has been conducting performance appraisal for all employees. The trainer emphasized the need to embrace performance management approach as opposed to reliance on performance appraisal. As the human resource manager, discuss five actions that you initiate in your department to ensure your organization embrace performance management for staff. **(25 Marks)**
4. Result Based management (RBM) is a management philosophy and approach that is focused on results in planning, implementation, learning and reporting. Discuss the five components of a results chain and give one example for each component. **(25 Marks)**
5. The Ministry of Health in your country commissioned an evaluation of its performance in 2023. A multidisciplinary team of four experts conducted the evaluation. One of the key recommendations made is that the Ministry should implement knowledge management in order to improve performance. The Ministry has invited you to advise on how to implement this recommendation. Discuss the three levels of knowledge that you will advise the Ministry to manage effectively. Give one example for each level of knowledge. **(25 Marks)**
6. The World Water Fund has advertised for a call for proposal to support Water and Sanitation projects in your country. Your organization is interested in applying for this funding to support interventions in rural water and sanitation. Some of the activities proposed by your organizations are improvements in water sources, hygiene practices,

faecal disposal as well as environmental hygiene. Identify five indicators that you will use to assess progress in this project and provide a definition for each indicator. **(25 Marks)**

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