AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF MEDICAL SCIENCES
DEPARTMENT OF NURSING & MIDWIFERY SCIENCES
BACHELOR OF SCIENCE IN NURSING (PRE-SERVICE AND UPGRADING)
END OF TRIMESTER EXAMINATIONS AUGUST 2022

UNIT CODE: BSN 415 HEALTH PROJECT MANAGEMENT

DATE: 2nd August, 2022
TIME: TWO HOURS   START: 9 AM   FINISH:11 AM

INSTRUCTIONS
1. All questions are compulsory

SECTION A: MULTIPLE ANSWER QUESTIONS (MCQ) (20 MARKS)

1. Assembling a project team and assigning their responsibilities is done during:
   a. Initiation phase:
   b. Planning phase
   c. Execution phase
   d. Closure phase

2. The follow up phase of a project includes:
   a. Mobilization of resources
   b. Measuring the ongoing project activities
   c. Developing the budget
   d. Writing the project report

3. Indicate True (T) or False (F) in the following statements:
   a. Programs have a larger scope than projects
   b. The projects and programs in a portfolio must be directly related

4. A project manager:
   a. Provides opportunities for growth
   b. Works with employee to set career goals
   c. Discuss state of work for the project
   d. Assigns projects to employees

5. A project manager who is open to others' opinions and welcomes their contribution into the decision-making process is defined as a:
   a. Visionary leader
   b. Democratic leader
   c. Authoritarian leader
   d. Affiliative leader

6. In the decision-making process, setting the criteria involves:
   a. Asking yourself why a decision is necessary, what needs to be determined
   b. Ask yourself what needs to be achieved, preserved and avoided by the decision made
   c. Listing possible causes of action and identifying an alternative that is more significant than the other
   d. Ranking alternatives on a scale of 1 to 10

7. A critical path is:

   a. A path that operates from the starting node to the end node.
   b. A mixture of all the paths
   c. The longest path
   d. The shortest path

8. A _____ is a set of activities which are networked in order and aimed towards achieving the goals of a project:
   a. Project
   b. Process
   c. Project management
   d. Project cycle

9. The type of leadership best suited for optimizing team performance in projects is:
   a. Democratic leadership
   b. Participative leadership
   c. Pacesetting leadership
   d. Authoritative leadership

10. 'Do it because I said so' is the mantra for project managers who use _____ as the default approach to resolve conflict:

   a. Collaborating
   b. Compromising
   c. Accommodating
   d. Forcing

11. The first step of project planning is:

   a. Determine the budget
   b. Select the team organizational model
   c. Determine project constraints
   d. Establish the objectives and scope

12. A prerequisite of effective time management is:
   a. Having the most advanced software package for project planning, scheduling and control
   b. Knowing the dictated project completion date
   c. Having a good project structure which identifies the major project deliverables and tasks, and the person responsible for each of them
   d. Having a well-staffed scheduling department

13. One of the following statements about risk is true:
   a. Project risk focuses on identifying, assessing, and eliminating the risks on the project
   b. Risk management is all about eliminating risk
   c. There are no risk-free projects
   d. Project risk is an uncertain event that, even if it occurs, has no effect on project objectives

14. Risk must be considered in the _____ phase and weighed against the potential benefit of

the project's success in order to decide if the project should be chosen.
   a. Closeout
   b. Execution
   c. Planning
   d. Initiation

15. The first step in developing a risk management plan is:
   a. Analyze the risks.
   b. Estimate the likelihood of the risks occurring.
   c. Identify potential project risks.
   d. Develop a risk mitigation plan.

16. Risk is usually _____ as the project progresses.
   a. Increased
   b. Reduced
   c. Unchanged
   d. Negligible

17. Resource leveling attempts to:
   a. Reduce resource requirements by smoothing out period-to period resource assignments
   b. Ensure that the budget abnormalities are overcome
   c. Reduce the amount of resources so that they can be shared with other endeavors
   d. Increase the amount of the project manager's authority so that budget dollars can be appropriated

18. After the celebration of the successful milestone completion, a project manager will:
   a. Continue to increase the intensity of the project to achieve the next milestone
   b. Continue to follow the exact same project plan that helped the team achieve the milestone
   c. Allow the team to reflect on finding new ways of approaching the project work
   d. Stretch the goals of the project team, making them more tough and rigorous.

19. The analysis stage of developing a log frame is;
   a. Stakeholder Analysis, Problem Analysis, Analysis of Objectives, Analysis of strategies
   b. Problem Analysis, Stakeholder Analysis, Analysis of Objectives, Analysis of Strategies
   c. Stakeholder Analysis, Analysis of Objectives, Problem Analysis, Analysis of Strategies
   d. Problem Analysis, Stakeholders Analysis, Analysis of Strategies, Analysis of objectives

20. The sequence of developing a log frame involves analysis of;
    a. Stakeholder, Problem, Objectives, Strategies
    b. Problem, Stakeholder, Objectives, Strategies
    c. Stakeholder, Objectives, Problem, Strategies
    d. Problem, Stakeholders, Strategies, Objectives

SECTION B: SHORT ANSWER QUESTIONS (30 MARKS)

1. Outline five (5) roles of a project manager. (5 Marks)
2. State the stages involved in the project management cycle. (5 Marks)
3. Highlight five (5) differences between monitoring and evaluation in project management. (5 Marks)
4. State five (5) factors that determine the success of a health project. (5 Marks)
5. Outline three (3) situations when resource levelling is necessary in project management. (3 Marks)
6. List four (4) tools used when conducting stakeholder analysis. (2 Marks)
7. Outline five (5) uses of a logical framework approach. (5 Marks)

SECTION C: LONG ANSWER QUESTIONS (20 MARKS)

1. Explain ten (10) project management activities. (10 Marks)
2. Mr. Collins is the project manager of the Panga project which aims at increasing Family Planning uptake in Kakamega county. He works with several stakeholders in the project.
    a. List four (4) examples of stakeholders that Mr. Collins can include in the Panga project.   (2 Marks)
    b. Explain four (4) tools used when conducting stakeholder analysis (8 Marks)