



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF MEDICAL SCIENCES
DEPARTMENT OF NURSING AND MIDWIFERY SCIENCES
BSC NURSING CLASS
END OF SEMESTER EXAMINATIONS JUL/AUG 2026

BSN 415: Health Project Management

DATE: 7TH AUGUST 2026

TIME: 2 Hours Start: 9AM Finish: 11AM

INSTRUCTIONS

1. This exam is out of 70 marks
2. The Section A is compulsory with a Total of 20 Marks
3. Answer any ALL questions in Section B with a total of 30 marks
4. The Long Answer question in section C is compulsory with 20 marks
5. The exam shall take 2 hours

SECTION A: MULTIPLE CHOICE QUESTIONS
ANSWER ALL QUESTIONS – 20 MARKS

1. Log frames are :-
 - A. Project design tools
 - B. Guidelines for project implementation
 - C. Commonly developed in short term projects
 - D. Only useful in donor funded projects
2. In project management, Earned Value (EV) refers to the :-
 - A. Total cost of a project
 - B. The cost of activities that have been successfully implemented
 - C. The cost of planned activities
 - D. Return on Investment (ROI) following successful project execution
3. The following tool is commonly used during project design phase:-
 - A. Problem tree analysis
 - B. Gantt chart
 - C. Monitoring and evaluation framework
 - D. Wheel diagram
4. From best practices, in project management fundraising is the role of :-
 - A. Program managers
 - B. Project managers
 - C. All project staff
 - D. The chief of party
5. The following is an output indicator for a project: -
 - A. Amount of funds mobilized
 - B. Number of training workshops held
 - C. Proportion of women utilizing antenatal services in a community
 - D. Percentage reduction of neonatal deaths post project intervention
6. The following is a primary stakeholder in a midwives training project :-
 - A. The parliamentary health committee
 - B. Nursing and midwifery council
 - C. The caucus of women members of parliament
 - D. All pregnant women including those in reproductive age

7. In project management, a team charter refers to a document that :-
- A. Establishes team values
 - B. Classifies stakeholders
 - C. Documents conflicts of interest
 - D. Outlines project goals for the donor
8. Root Cause Analysis (RCA) in project design, mainly helps to :-
- A. Establish causal-effect relationship between the problem and its causes
 - B. Identify the primary stakeholders for the project
 - C. Estimate the cost of eliminating the cause of a health problem
 - D. Distinguish direct and indirect variables
9. The following are principles of conflict resolution in project management :-
- A. Observe openness and focus on the issue
 - B. Focus on the issue and personalities involved
 - C. Cover up and challenge individuals to deliver
 - D. Motivate the victim and allow for simmering
10. A schedule Performance Index (SPI) of < 1 means that, the project is,
- A. On schedule
 - B. Behind schedule
 - C. Ahead of schedule
 - D. Underfunded
11. In Agile project management approach:-
- A. Inputs and outputs are reported together
 - B. Project team works in iterative cycles
 - C. New project staff are assigned simple tasks
 - D. Stakeholder meetings are done before commencement of the project
12. Negative variance in project management means:-
- A. The project is underperforming
 - B. There is less money remaining compared to the budgeted amount
 - C. The outputs are less than inputs
 - D. Overall planned value is less than the Budget at Cost (BAC)
13. When designing community health digital innovations, the project team should work using,
- A. Sprint approach
 - B. Cinderella practice
 - C. Waterfall technique
 - D. Winterbottom technique

14. To calculate the critical ratio of a project,
- A. Divide the budget available by the duration of the project in USD
 - B. Time scheduled to completion divided by time expected to complete the project
 - C. Divide scheduled performance index by cost performance index
 - D. Multiply revenue with remaining sum of expenditures
15. The work of a project manager entails ,
- A. Collecting data on project indicators daily
 - B. Planning and defining the scope of a project
 - C. Generating financial reports and sending them directly to the donor
 - D. Representing government interests in all stakeholders' meetings
16. The M and E framework covers:-
- A. Work done before, during and after a project
 - B. The completed activities and associated indicators
 - C. The costs incurred versus the associated impact
 - D. Funds mobilized versus money wasted
17. Efficiency in project management helps to establish:-
- A. Whether desired objectives have been met
 - B. If the goals of a project are satisfactory to the donor
 - C. Whether resources were well spent
 - D. The resources deficit in a project
18. A No Cost Extension in project management is used to ,
- A. Seek approval to spend remaining funds at the end of the scheduled time
 - B. A narrative and financial report of a project
 - C. Barriers mitigation to extend a project beyond funding period
 - D. Remind the funder to remit outstanding funds

19. End-term project evaluation ,

- A. Is usually conducted internally by the recipient of donor funds
- B. Always gets conducted 2 months before funding period comes to an end
- C. Should be carried out before impact assessment
- D. Is more credible when carried out by an external resource person

20. A good baseline assessment should be:-

- A. Carried out before designing a project
- B. Carried out amongst community gatekeepers only
- C. Performed by an expert from the community targeted by the project
- D. Instantiated by the donor and other development partners

SECTION B: SHORT ANSWER QUESTIONS

ANSWER ALL QUESTIONS – 30 MARKS

1. State any five (5) reasons why indicators are monitored in project management(5 Marks)
2. State any five (5) roles of a project officer in project management (5 Marks)
3. Outline any five (5) components of a monitoring and evaluation plan (5 Marks)
4. Outline any five (5) activities that are carried out during project implementation (5 marks)
5. State any five (5) components of a fundraising concept (5 marks)
6. State any five (5) reasons why projects fail (5 marks)

SECTION C: ANSWER ONLY ONE QUESTION – 20 MRKS

1. In reference to a project that entails supplying a whole county with treated mosquito nets,

- a) Outline five (5) secondary stakeholders for the project - 5 mrks
- b) State any ten (10) indicators the project team shall use to monitor the project -15 mrks

2. As a project manager in an organization, describe any five (5) approaches you will use to understand the root causes of teenage pregnancies in a community (20 mrks)