



**AMREF INTERNATIONAL UNIVERSITY**  
**SCHOOL OF PUBLIC HEALTH**  
**DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT & DEVELOPMENT**  
**BACHELOR OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT AND**  
**DEVELOPMENT**  
**END OF SEMESTER EXAMINATION APRIL 2025**

**UNIT CODE:** HDM224      **UNIT NAME:** PROJECT MANAGEMENT IN HEALTH  
**DATE:** 8<sup>th</sup> April 2025  
**TIME:** TWO Hours      **Start:** 4:30 pm      **Finish:** 6:30 pm

**INSTRUCTIONS**

1. This exam is marked out of 70 marks
2. This Examination comprises TWO Sections  
**Section A:** Compulsory Question (30 marks)  
**Section B:** Long Answer Questions (70 marks)

**SECTION A: COMPULSORY (30 Marks) (Answer all questions. Each question carries 5 marks.)**

Question 1:

- a) Define the term project (2 marks)
- b) Differentiate it from an operation by highlighting two key distinctions. (3 marks)

Question 2:

- a) List the five phases of the project life cycle (2 marks)
- b) Describe the main objective in each phase. (3 marks)

Question 3:

- a) Identify three common challenges in project scheduling (3 marks)

- b) Propose one strategy for addressing any two of the challenges you identified in part (3 a). (2 marks)

Question 4:

- a) State the value of incorporating risk management into project planning (2 marks)
- b) Provide three examples of risks that may arise during project implementation. (3 marks)

Question 5:

- a) Define what a Gantt Chart is in your own words. (2.5 marks)
- b) State two key purposes of a Gantt Chart in project planning and management. (2.5 marks)

Question 6:

- a) Outline three specific roles stakeholders play in ensuring the success of a health-related project. (3 marks),
- b) Identify two contributions of stakeholder involvement to project success. (2 marks)

## **SECTION B**

**ANSWER ANY TWO (2) QUESTIONS (40 Marks)**

1. Managing health-related projects requires effective collaboration with various stakeholders.
  - a. Explain why stakeholder engagement is critical in managing health-related projects. (5 marks)
  - b. Identify and describe three major challenges commonly faced during the implementation of health projects. (5 marks).
  - c. Analyze the role of donors and funding agencies in supporting community health initiatives. (5 marks)
  - d. Discuss how stakeholder involvement influences project sustainability. (5 marks)
2. Effective project scheduling and control ensure timely and cost-effective project completion.
  - a. Critically examine the role of Critical Path Analysis (CPA) in project scheduling, focusing on how it influences task prioritization and resource allocation. (6 marks)
  - b. Discuss the impact of project control tools (e.g., milestone tracking, variance analysis, earned value management) in identifying and managing project slippage. (5 marks).
  - c. Evaluate the advantages of using project management software (e.g., MS Project, Primavera, Asana) in scheduling and controlling project tasks, using a relevant example. (5 marks)

- d. Identify and explain at least two limitations of using project management software in health or development project contexts. (4 marks)
3. Project evaluation is a crucial process that measures project success and informs future improvements.
- a. Discuss the significance of project evaluation in determining project outcomes and informing future decision-making. (5 marks)
  - b. Explain any two key project evaluation techniques (e.g., formative and summative evaluation, logical framework analysis, cost-benefit analysis), and describe how they are applied in practice. (5 marks)
  - c. Analyze how lessons learned from completed projects can contribute to improving future project management practices, including planning, implementation, and risk mitigation. (5 marks)
  - d. Evaluate the importance of integrating sustainability planning into project implementation, particularly in long-term development or health-related projects. (5 marks)