



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF HEALTH SYSTEMS MANAGEMENT AND DEVELOPMENT
BACHELOR OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT
END OF SEMESTER EXAMINATION MAY-AUGUST 2026

UNIT CODE: HSMD 224 **UNIT NAME:** PROJECT MANAGEMENT
DATE: 3rd AUGUST 2026
TIME: TWO Hours **Start:** 5.30 PM **Finish:** 7.30 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)

Short Answer Questions

1. Distinguish between project and programme management (4 marks).
2. Outline four skill sets a project manager negotiates with functional managers when the project staff must be 'borrowed' from the organisation (4 marks).
3. Illustrate the three areas of the phenomenon of 'S' in the project life cycle (3 marks).
4. Describe three primary project constraints that measure project success (3 marks).

5. Explain the following terms, giving an example in each.
 - a. Project scope creep (2 marks).
 - b. Project's cash flow (2 marks).
 - c. Benefit-cost-ratio (2 marks).
6. Describe any two standard approaches for dealing with risk threats in project management (2 marks).
7. Explain the concept of critical path in project management (3 marks).
8. Describe the power/interest matrix for mapping stakeholders in project management (5 marks).

SECTION B

ANSWER ANY TWO (2) QUESTIONS (40 Marks)

Long Answer Questions

9. You have been hired as the Project Manager in Uzima Springs Hospital's quality improvement project for safe motherhood in collaboration with the Uzima sub-county health management team. The project is a stand-alone project. A complement of staff was hired in January 2026 to assist in delivering the Project's five-year (2025-2029) scope.
 - a. Explain three preliminary project management actions you would take in your first 30 days (6 marks).
 - b. Describe the pros and cons of having the project as a stand-alone project (9 marks).
 - c. Formulate a one-month project work plan (5 marks).
10. Assume you are facilitating a project management work planning session in the Uzima Springs Hospital Project, and you are developing a risk management framework.
 - a. Describe any two risk opportunities you would consider when managing the project. (10 marks).
 - b. To minimise the risks of failure, describe two secondary project trade-offs you would consider that may hinder the success of the project (10 marks).
11. In the Uzima Springs Hospital's quality improvement project for safe motherhood in collaboration with the Uzima sub-county health management team that you are implementing, you are required to develop planning and monitoring tools.
 - a. Formulate a logical framework (Logframe) approach matrix (10 marks).
 - b. Contrast two parameters of the monitoring & evaluation framework and Logframe to be used in reporting results in the Uzima Springs Hospital quality improvement project (10 marks).