



AMREF INTERNATIONAL UNIVERSITY
SCHOOL OF MEDICAL SCIENCES
DEPARTMENT OF NURSING AND MIDWIFERY SCIENCES
BSC NURSING UPGRADING EXAM
End of Semester Examinations Jul/Aug 2025

BSN 415/BSM 418: Health Project Management Exam

DATE: Monday 4th August 2025

TIME: 2 Hours Start: 11:15Am Finish: 1:15pm

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. Project monitoring involves,
 - A. Routine data collection
 - B. Periodic data collection
 - C. Data collection and evaluation
 - D. End term project evaluation

2. Root-cause analysis can be carried through :-
 - A. The 5 Whys approach and focus group discussions
 - B. Problem tree analysis and 5 Whys approaches
 - C. Transect walks and field visits
 - D. SWOT analysis and community dialogues

3. A low burn rate in a project means:-
 - A. More activities have been carried out than expected
 - B. Less activities have been carried out than planned
 - C. Project funds have been spent in unintended activities
 - D. A project has fewer staff than planned for in the funded proposal

4. The following is an outcome indicator:-
 - A. The percentage of project budget funded
 - B. Number of project staff trained
 - C. Proportion of pregnant women accessing skilled pregnancy care
 - D. Maternal Mortality Ratio (MMR)

5. The following is not a component of Project Cycle Management (PCM):-
 - A. Planning
 - B. Organizing
 - C. Controlling
 - D. Ideation

6. Project evaluations should be :-
 - A. Carried out whenever requests are received from the donor
 - B. Performed based on the project objectives and goals
 - C. Designed at the beginning of the project implementation
 - D. Undertaken when the project burn rate is low

7. A Cost Performance Index (CPI) of less than 1 means the project is: -
- Over budgeted
 - Under budgeted
 - Lagging behind
 - Ahead of time
8. Root Cause Analysis (RCA) in project design, mainly helps to :-
- Establish causal-effect relationship between the problem and its causes
 - Identify the primary stakeholders for the project
 - Estimate the cost of eliminating the cause of a health problem
 - Distinguish direct and indirect variables
9. Baseline assessments are mainly carried out to :-
- Identify needs and potentials of a project
 - Estimate the total cost of a project
 - Identify the right stakeholders to jointly apply for a grant with
 - Convince the government to change due health policies
10. In Agile project management style:-
- Planning is done in short periodic sprints
 - All decisions are made by the project manager
 - Project team works in iterative cycles
 - Project activities vary with the financial resources available
11. Project outputs are:-
- Realized after carrying out project needs assessment
 - Results of having implemented project activities
 - Dependent on the impact of the project
 - Always directly related with project outcomes
12. Situation analysis entails:-
- Organizational SWOT analysis before a project starts
 - Visiting a project site to examine relevance of a project being designed
 - Establishing causal-effect relationship of activities and outcomes
 - Establishing causes and effects of a problem
13. In the initiation phase of a project there is,
- Desk review and hiring of staff
 - Looking for funding and developing evaluation frameworks
 - Controlling of resources and iterative design
 - Project decomposition and documentation

14. The following are members of a project implementation team:-
- A. Project officer, project manager and field officers
 - B. Project assistants, community elders and regulatory bodies
 - C. Ministry of Health, program manager and Chief of Party
 - D. Project officers, Ministers of Health and directors of health
15. In project design, a priority ranking matrix helps to:-
- A. Devine causal effects of a problem and associated factors
 - B. Define challenges a project is likely to face
 - C. Identify the feasible interventions to solve a community health problem
 - D. Identify the project staff who are due for promotion
16. A logic model in a project,
- A. Illustrates linkages between stakeholders and activities to be carried out
 - B. Depicts linkages between project processes and outcomes
 - C. Spells out the activities and purposes of a project
 - D. Informs the kind of competencies needed among project staff
17. Efficiency in projects management measures,
- A. Unit input versus unit output
 - B. Proportion of achieved indicators
 - C. The rate of spending funds in a project
 - D. Internal versus external staff support for a project
18. A No Cost Extension (NCE) 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. The process of resources mobilization in a project is a responsibility of ,
- A. The project manager
 - B. The Project Officer
 - C. All project staffs
 - D. All stakeholders
20. Project sustainability is dependent on the,
- A. Level of ownership of the project by stakeholders
 - B. Amount of donor funding available
 - C. Number of funding proposals submitted at the beginning of the project
 - D. Quality of monitoring and evaluation frameworks

SECTION B: SHORT ANSWER QUESTIONS – 30 MARKS

1. Outline any five (5) importance of Monitoring and Evaluation in a project (5 Marks)
2. State any five (5) tools used in project management (5 Marks)
3. Outline five (5) characteristics of a project (5 Marks)
4. State any five (5) reasons why projects fail (6 Marks)
5. Outline five (5) factors to consider in project scheduling (5 Marks)
6. State any five (5) examples of stakeholders for a midwives training project (5 marks)

SECTION C: LONG ANSWER QUESTIONS – 20 MARKS-CHOOSE ONE QUESTION

1. As a newly hired county chief nurse, you are required to design a project that will increase uptake of immunizations in your county . Describe the processes you will follow until the project is rolled out (20 marks).
2. The success of a project depends entirely on the quality of its management
 - a) Outline any four(4) project management tools and state the respective purposes for each (6 Marks)
 - b) Describe any seven (7) qualities of a well-managed project (14 Marks)