



AMREF INTERNATIONAL UNIVERSITY
UNIVERSITY EXAMINATIONS
SEPTEMBER – DECEMBER 2021 SEMESTER
SCHOOL OF PUBLIC HEALTH
DEPARTMENT OF COMMUNITY HEALTH
MASTER OF PUBLIC HEALTH

MAP 721: PROJECT DESIGN AND MANAGEMENT

DATE: 4th August 2022

TIME: Three Hours Start: 1600 hours Finish: 1900 hours

INSTRUCTIONS

1. This exam is marked out of 100 marks
2. This Examination comprises TWO Sections
Section A: Compulsory Question (25 marks)
Section B: Long Answer Questions (75 marks)
3. All questions in Section A are compulsory and Answer any THREE questions in Section B
4. This online exam shall take 3 Hours
5. Late submission of the answers will not be accepted
6. Ensure your web-camera is on at all times during the examination period
7. No movement is allowed during the examination
8. Idling of your machine for 5 min or more will lead to lock out from the exam
9. The Learning Management System (LMS) has inbuilt integrity checks to detect cheating
10. Any aspect of cheating detected during and or after the exam administration will lead to nullification of your exam
11. In case you have any questions call the invigilator for this exam on Tel. 0712116485 and or the Head of Department on Tel +254720573449

12. For adverse incidences please write an email to: amiu.examinations@amref.ac.ke

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SECTION A: COMPULSORY

QUESTION 1

- (a) Explain result based management (RBM) and state four reasons why this concept has been widely accepted globally (10 marks)
- (b) The Quality Water and Sanitation Company has invited you to make a presentation on the key features of RBM with a view to convince the Board that this approach is effective in management. Discuss five key features of this approach that you will highlight in your presentation with examples (15 marks).

SECTION B: ANSWER ANY THREE (3) QUESTIONS

Question 2

- (a) Freeman (2010) states that organizations exist to meet the stakeholders' needs. Briefly explain this statement and provide four examples. (7Marks)
- (b) Stakeholders' analysis is essential to determine the most appropriate stakeholders to include in a project. On this basis, the Food Support Programme, a rural based Non-Governmental Organization has invited you to guide in conducting stakeholders analysis. As a consultant, you have been asked to apply participatory methods in conducting stakeholder's analysis. Explain three participatory methods that you would use to conduct stakeholders analysis clearly specifying how the beneficiaries will take part in this process. (18 marks)

Question 3

- (a) Resource mobilization involves raising funds and other resources from external and internal sources. Discuss this statement and give four examples (9 Marks)
- (b) The Ministry of Health has advertised for a consultant to assist in development of a resource mobilization plan. Your organization has won the bid and you have been

appointed as the main consultant for this assignment. Discuss the eight key components that you will guide the Ministry to include in the resource mobilization plan (16 marks)

Question 4

- (a) Differentiate between strategic planning and operational planning and give four examples (9 marks)
- (b) The project planning process is usually undertaken at various levels. These are strategic, operational and community levels. There are specific planning documents or deliverables at each level. Identify four planning documents or deliverables and explain with examples how these inform the process of monitoring and evaluation (16 Marks)

Question 5

Read the following article and answer the questions below

Human resource management is defined as a coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006). It has been argued that human capital allows a firm to attain sustainable competitive advantage (Chang & Chen, 2011; Harris, McMahan & Wright, 2012; Buc̃iuniene & Kazlauskaite, 2009). The key components of the strategic human resource management have been identified as staff recruitment and selection process, training and employees career development, staff performance review and employees reward. Some authors have argued the practices do not work in isolation but as a bundle to influence performance (Moideenkutty, Al-Lamki & Murthy, 2009). According to Waiganjo et al (2012) the bundle should achieve the best fit with the external and internal environment. Further, the author argues that the most effective bundle is context specific. Some practices, policies and systems in the bundle play a more effective role than others (Osman, Theresa, Ho & Galang, 2011). The bundle is not constant but changes with time to allow the organization meet the changing environment needs (Kirkman et al, 1999).

- (a) Explain with examples why human resource is considered to be the most valuable asset in an organization (7 Marks).

- (b) Judith has been appointed as the director of human resources in a multinational health development organizations. Discuss six actions (policies, procedures or processes) that she should put in place to ensure that the concerns raised by the various authors in this article are taken into account in management of human resources in the organization? Provide a justification for each action (18 marks).

Question 6

- (a) Differentiate supportive supervision from traditional supervisory methods and give four examples (9 Marks)
- (b) You have recently been employed by a reputable consulting firm as a project director. Your first assignment is to evaluate a project that has been carried out by Youth Empowerment NGO. Specifically you are tasked to assess the support supervision approach that has been adopted by the NGO. One of the main task is to develop a checklist on the key areas that you will assess to determine whether supportive supervision is being carried out effectively. Explain the eight key areas that you will include in your checklist and provide justification (16 marks)