INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

PROGRAMME: MBA
YEAR/SEM: YEAR 2/SEMESTER 1
COURSE CODE: MBA 840
NAME: PROJECT MONITORING AND EVALUATION

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

SECTION A IS COMPULSORY

Question 1:

CASE STUDY QUESTION ONE

The growth of Monitoring and Evaluation (M&E) units in government, together with an increased supply of M&E expertise from the private sector, calls for a common language. M&E is a relatively new practice, which tends to be informed by varied ideologies and concepts. The danger for government departments is that these diverse ideological and conceptual approaches can exacerbate confusion and misalignment. The standardization of M&E in government is particularly crucial for the enhancement of service delivery.

a) Discuss the key components of M&E (10 marks)

b) Why is M&E important (10 marks)

c) Distinguish between Monitoring and Evaluation (10 marks)

d) What common similarities exist between M&E (10 marks)

Question 2:

CASE STUDY QUESTION TWO

Putting people first in every thing that government does in form of projects demands that transformational Governance should today be people centered. The service consumers (Citizens/Clients) should no longer be observers but participants in what government does. This is the core principle that has shaped the emergence of concepts like: Citizen engagement, social accountability and social contract theory.

a) Justify why people should be put first in all what government does in terms of project M&E (10 marks)

b) Discuss the role of citizen engagement in performance monitoring and evaluation (10 marks)

c) Explain the tools that citizens use in Monitoring and evaluating government projects (10 marks)

d) Explain some of the key documents that performance M&E employs in the dissemination of information (10 marks)

SECTION B

CHOSE THREE QUESTIONS

Question 1:

Analyze the Kaplan and Norton notional perspectives of evaluating the performance of an organization (10 marks)

b. What are some of the indicators of evaluation (10 marks)

Question 2:

Evaluate the ethical perspectives of evaluating human resource(10 marks)

b. Discuss the perspectives adopted by the National treasury guidelines(10 marks)

Question 3:

Analyze the central indicators in monitoring government projects (10 marks)

b. Examine the concept of SMART as a driving force in monitoring and evaluation (10 marks)

Question 4:

Assess the steps in monitoring policy implementation

b. Comment on the levels of indicators in monitoring government programs(10 marks)

Question 5:

Discuss the difference methods of data collection in M&E

B. Justify the most effective method known to you (10 marks)

Question 6:

Analyze the accountability tools in performance M&E (10 marks)

b. Describe the fundamental roles in the performance monitoring of M & E (10 marks)

Question 7:

Examine the challenges in public sector management (10 marks)

b. Analyze the complimentary roles of result-based M &E (10 MARKS)

Question 8:

Assess the elements of program evaluation(10 marks)

b. Discuss the elements of logical evaluation (10

marks)

Question 9:

Comment on the institutional roles and responsibilities of performance M&E (10 marks)

B. Discuss the key roles of people as stake holders in M&E (10 marks)

Question 10:

Comment on some of the initiatives and forces pushing governments to adopt public management systems.

a. Analyze some of the initiatives known to you (10 marks)

b. How can the public sector build results –based monitoring systems in service delivery?(10 marks)

Question 11:

Discuss the main aspects of intervention in M&E(10 marks)

b. Comment on the qualitative and quantitative data collection methods and justify which would work for an executive of M&E (10 marks) (10 marks)

Question 12:

Analyse the underlying challenges and prospects for Project monitoring and evaluation(20 marks)