



FACULTY OF BUSINESS MANAGEMENT
END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: MBA

YEAR/SEM: YEAR 2/SEMESTER 1

COURSE CODE: MBA 844

NAME: GLOBAL PROJECT MANAGEMENT

DATE: 2025-04-22

TIME: 2:00-5:00PM

INSTRUCTIONS TO CANDIDATES:

1. Read the instructions very carefully
2. The time allowed for this examination is STRICTLY three hours
3. Read each question carefully before you attempt and allocate your time equally between all the Sections
4. Write clearly and legibly. Illegible handwriting cannot be marked
5. Number the questions you have attempted
6. Use of appropriate workplace examples to illustrate your answers will earn you bonus marks
7. Any examination malpractice detected will lead to automatic disqualification.

DO NOT WRITE ANYTHING ON THE QUESTION PAPER

Section A Section A is Compulsory and Carries 40 Marks

Question 1:

Case Study: Challenges and Best Practices in Global Project Management

Background:

XYZ Corporation is a multinational technology company headquartered in the United States, with operations in Europe, Asia, and South America. The company is launching a global software development project involving teams from the U.S., India, Germany, and Brazil. The objective is to develop a cloud-based enterprise solution within 18 months, catering to a global client base.

Challenges Identified:

1. **Cultural Differences:** Teams from different countries have diverse work cultures, communication styles, and decision-making approaches.
2. **Time Zone Management:** Coordinating meetings across multiple time zones is causing delays and misalignment.
3. **Resource Allocation:** Unequal distribution of skilled personnel and budget constraints in different regions create disparities.
4. **Regulatory Compliance:** The project must comply with GDPR in Europe, data localization laws in India, and other regional regulations.
5. **Technology Integration:** Teams are using different project management tools and software development methodologies, leading to inefficiencies.
6. **Stakeholder Management:** Multiple stakeholders from different locations have conflicting priorities and expectations.

Questions:

- a) How can XYZ Corporation ensure cultural inclusivity and effective collaboration among globally dispersed teams? **(10 Marks)**
- b) What strategies can the company implement to manage time zone differences effectively? **(10 Marks)**
- c) How should XYZ Corporation handle budget constraints while maintaining productivity? **(10 Marks)**
- d) What approaches can be used to manage conflicting stakeholder priorities? **(10 Marks)**

Section B Answer any 3 questions. Each question is 20 marks

Question 1:

- a) Explain the concept of 'project finance' and how it differs from traditional corporate finance. (10 marks)
- b) Explain common risks involved in international project financing. (10 marks)

Question 2:

- a) Identify and describe at least five key features of collaboration software that are essential for managing global projects. (10 marks)
- b) Discuss potential challenges and limitations of using collaboration software in global projects. (10 marks)

Question 3:

Compare and contrast **Saint-Exupéry's Law** and **Augustine's Law** in the context of project management. How can project managers balance the pursuit of perfection with practical execution? (20 marks)

Question 4:

- a) Define international politics and explain how it shapes global governance. (10 Marks)
- b) How does political instability in a country impact global projects involving foreign investments? (10 Marks)

Question 5:

Discuss how **Lakein's Law** and **Murphy's Law** complement each other in project risk management. Provide examples where a lack of planning led to project failure. (20 marks)

Question 6:

- a) What are common risks associated with global projects, and how can they be mitigated? (10 marks)
- b) Explain how geopolitical factors can affect global project management. (10 marks)