INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

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:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section A is Compulsory and Carries 40 Marks

Question 1:

Case Study : Renewable Energy Project in Morocco – The Noor Solar Complex

Morocco has committed to expanding its renewable energy portfolio, with a target to produce over 50% of its electricity from renewables by 2030. The Noor Solar Complex, one of the largest concentrated solar power plants in the world, is a cornerstone of this commitment. Located in the Sahara Desert near Ouarzazate, the project has four phases, combining solar photovoltaic and thermal technologies to produce a stable, renewable power supply. Operational since 2021, Noor Solar Complex supplies energy to millions of Moroccans and helps reduce dependency on imported fossil fuels.

Project management for Noor Solar Complex involved careful planning to address challenges such as water scarcity, grid integration, and financing. Morocco partnered with international investors and development banks, such as the World Bank and the European Union, to secure funds. The project emphasized environmental considerations, with innovative technologies to reduce water use and carbon emissions.

Questions:

a) How did Morocco address water scarcity challenges in the management of the Noor Solar Complex? **(10 Marks)**

b) Discuss the importance of international funding and partnerships in the successful implementation of the Noor project. **(10 Marks)**

c) What innovative strategies were used to integrate solar power into Morocco’s national grid? **(10 Marks)**

d) How does Noor Solar Complex's design contribute to Morocco's environmental and economic goals? **(10 Marks)**

Question 2:

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)**

Question 3:

Compare and contrast leadership styles that are effective in global versus local project management. How can project managers adapt their leadership approach to succeed in a global context? **(20marks)**

SECTION B

Answer any 3 questions. Each question is 20 marks

Question 1:

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 2:

a) Discuss how cultural differences can impact communication and collaboration in global project teams. (10 marks)

b) Provide examples of potential challenges and suggest strategies to overcome them. (10 marks)

Question 3:

a) How can language barriers impact global project teams, and how can these challenges be overcome? (10 marks)

b) What strategies can be used to manage virtual teams in a global project setting? (10 marks)

Question 4:

a) Explain the importance of cultural awareness in global project management. (10 marks)

b) Analyze the importance of effective communication in managing stakeholder expectations across different countries. (10 marks)

Question 5:

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)

Question 6:

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 7:

Discuss how the project initiation phase differs for global projects compared to local projects, focusing on challenges such as cultural differences, time zones, and communication barriers. (20 marks)

Question 8:

During the closing phase of a global project, you need to ensure that all project deliverables are handed over to the stakeholders. How would you handle this process across multiple countries and cultures? (20 marks)

Question 9:

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 10:

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 11:

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 12:

Compare and contrast leadership styles that are effective in global versus local project management. How can project managers adapt their leadership approach to succeed in a global context? **(20marks)**