INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - APRIL 2025

PROGRAMME: MBA
YEAR/SEM: YEAR 1/SEMESTER 1
COURSE CODE: MBA 711
NAME: PROJECT MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Attempt One question in section A. Marked out of 40 marks

Question 1:

The Grand Ethiopian Renaissance Dam, formerly known as the Millennium Dam and sometimes referred to as the Hidase Dam, is a gravity dam on the Blue Nile River in Ethiopia. The dam is in the Benishangul-Gumuz Region of Ethiopia, about 14 km east of the border with Sudan. On 20 February 2022, the dam produced electricity for the first time, delivering it to the grid at a rate of 375 MW which has since increased to 750 MW. The dam's potential is 45 GW which is almost at par with the Grand Inga Dam. However, the Government of Egypt, a country which depends on the Nile for about 90% of its water, has demanded that Ethiopia cease construction on the dam.

a. Discuss the importance of stakeholder engagement for this project **(10 marks)**

b. Assuming you are the project manager explain to your project team the importance of project transparency for your project **(10 marks)**.

c. Elaborate the expected outputs and outcomes of such a project **(10 marks)**.

d. As project manager of the project how would you conduct project reporting? **(10 marks)**.

Question 2:

The Grand Inga Hydropower Dam is a proposed project that will be located in the largest waterfall of Congo River in the Democratic Republic of Congo (DRC). It is proposed to be installed with a capacity of over 42,000MW of electricity. It is more than twice power generated by the current most powerful dam which is the

Three Georges China Dam. It is estimated that the construction of the Dam together with the transmission of the lines would amount to US$80 Billion. This is to be funded by the World Bank, African development bank, European Investment bank, French development Agency and Development Bank of South Africa. The Inga Dam is suggested to be implemented in six (6) phases. The government of the DRC was prepared to start the construction process of the first phase of the massive Inga project in 2015, Inga

3 with capacity of 4,800 MW to cost USD14 billion. A consortium from China, Korea and Spain have been pre-qualified bidders on the building contract. In 2014, World bank approved US$73million

grant for the project to carry out a feasibility study. By 2016 it had suspended the fund after only 6% was disbursed. This is because DRC using the Congolese Agency for the Development of Inga (ADPI) decided to take the project in a different strategic direction contrary to what had been agreed.

a) With reference to the above case discuss managing change in projects (10 marks)

b) With reference to the above case discuss risk mitigation in projects (10 marks)

c) With reference to the above case discuss project publicity (10 marks)

d) With reference to the above case discuss project transparency (10 marks)

Question 3:

The African Union has adopted its Agenda 2063, which is the continents collective vision and roadmap for the next 50 years. The Agenda 2063 recognizes Science, Technology and Innovation as one of the major drivers and enablers for achieving development goals of the African Union and its Member States. The Agenda articulates that Africa's sustained growth, competitiveness and economic transformation will require investments in new technologies and innovations including in the areas of education, health and bio-sciences, agriculture, and clean energy. One of the aspirations of Agenda 2063 is the need to catalyse an Education and Skills revolution and actively promote science, technology, research and innovation, with the ultimate aim of building knowledge, human resources, capabilities and skills for Africa's future. The Agenda envisages developing a world class human capital to drive Africa's economic and technological transformation through universal access to quality education. From early childhood education to primary, secondary, technical, vocational and higher education, Africa is expected to witness a true renaissance, through investments made, as governments and the private sector in education, science, technology, research and innovation. In the Africa of 2063, at least 70% of all high school graduates will have access to tertiary education with 70% of them graduating in the sciences, technology and innovation programmes. With the high growth rate of Africa's population and its relative youthfulness, the challenges of achieving the education and skills development goals of Agenda 2063 are immense. The Pan African Virtual and E- University (PAVEU) is one of AU's flagship projects that has been

proposed for addressing the Agenda 2063 need for accelerating development of human capital, science and technology and innovation through increasing access to tertiary and continuing education in Africa by capitalizing on the digital revolution and global knowledge; reaching large numbers of students and professionals in multiple sites simultaneously- anywhere, anytime; and by consolidating African initiatives and strategies on accelerated development of human capital; science, technology and innovation.

a) Discuss the vision, mission and scope of this project **(10 marks)**

b) Discuss the objectives of this project **(10 marks)**

c) Discuss the proposed activities of this project **(10 marks)**

d) Discuss the potential benefits of this project **(10 marks)**

Question 4:

The African Union has generated flagship projects of Agenda 2063 which refer to key programmes and initiatives which have been identified as key to accelerating Africa's economic growth and development as well as promoting our common identity by celebrating our history and our vibrant culture. The Flagship projects encompass amongst others infrastructure, education, science, technology, arts and culture as well as initiatives to secure peace on the continent. They include:

(a) An African virtual and e-university

(b) Integrated high speed train network

(c) Formulation of an African commodities strategy

(d) Establishment of the African continental free trade area (AFCFTA)

(e) Implementation of the grand Inga dam project

(f) Establishment of a single African air-transport market (SAATM)

(g) Establishment of an annual African economic forum

(h) Establishment of the African financial institutions

(i) The pan-African e-network

(j) Africa outer space strategy

QUESTION: For eight of the above listed flagship projects identify the vision, mission, objectives, activities, output and outcomes (40 MARKS).

Question 5:

On Sept.15, the European Parliament passed an “emergency resolution” by a large majority denouncing the consequences of Uganda’s oil projects— specifically Tilenga and the East African Crude Oil Pipeline (EACOP). The EU Parliament called for halting of drilling activities in the protected and sensitive ecosystem (Murchison Falls National Park) and postponement of work on the EACOP for at least one year to study the feasibility of an alternative route that would preserve the environment and consider other projects based on renewable energy. The MPs also called for an end to human rights violations, including the immediate release of human rights defenders arrested in an arbitrary manner. They also called for prompt, fair and adequate compensation for those expropriated or deprived of access to their land by the EACOP project. On the same day the EU issued its resolution, Thomas Tayebwa, the Deputy Speaker of Uganda’s 11th Parliament read a statement in Parliament condemning the EU Parliament. Tayebwa said the EU resolution was based on “misinformation and deliberate misrepresentation of key facts on environment and human rights protection.” “It represents the highest level of neo-colonialism and imperialism against the sovereignty of Uganda and Tanzania. This motion seeks to curtail the progress of Uganda’s oil and gas developments and extension, the country’s socio-economic growth and development.” He said the EU motion seems premised on allegations of potential environmental impacts, human rights abuses and climate change targets. “It’s imprudent to say that Uganda’s oil projects will exacerbate climate change, yet it is a fact that the EU bloc with only 10% of the world’s population is responsible for 25% of global emissions, and Africa with 20% of the world’s population is responsible for 3% of emissions.” Tayebwa said since it is the EU and other western countries which are historically responsible for climate change, it is certainly not Africa or Uganda that should stop or slow down on development of natural resources.

On compensation of project affected persons in the Albertine region, Tayebwa noted that over 70% of the people affected by land acquisition for the projects have been compensated or settled and are undergoing training on livelihood improvement projects in agriculture, financial literacy, and vocational skills, among others. “Efforts to fully compensate all project affected persons are ongoing, with cooperation from the local communities and leaders. Land is not utilized by the projects before the compensation processes are concluded, and any related grievances are addressed through a participatory process.”

QUESTION: Using the above case of the East African Crude Oil Pipeline examine: -

a) Stakeholder engagement in the EACOP project (10 marks)

b) Project publicity in the EACOP project (10 marks)

c) Project ethics in the EACOP project (10 marks)

d) Project Sustainability in the EACOP project (10 marks)

Question 6:

Recent reports show there are 2-3million people facing starvation in Eastern Africa. In October 2022, Oxfam warned that one person is likely to die of hunger in this region every 36 seconds. In Uganda thousands have since died of hunger in Karamoja. This hunger has precipitated rural-urban migration among the Karamajong women and children. in 2019 the minister of Gender reported that there were 15,000 street children aged 6 months to 10 years in Kampala City. The following year 2020, a survey conducted in Kampala, Mbale, Jinja and Iganga revealed the number of street children in these towns exceeded 30,000 primarily from Karamoja. Karamajong children have been traced in several Kenyan towns even as far as Nairobi. The socio-economic push factors include hunger, draught, famine, effects of locusts, insecurity due to cattle rustling, forced marriages, allure of urban life, low incomes, poor education, poor healthcare, unemployment and lack of social security.

a) You are required to suggest a project in agriculture to

address hunger in Karamoja. Using this agricultural project discuss the possible funding avenues for such a project (**10 marks**)

b) Explain the importance of each of the project phases this project would go through (**10 marks**)

c) Examine the six types of project studies that your project may undertake (**10 marks**)

d) Illustrate and explain the project life cycle for your chosen project in (a) above (**10 marks**)

SECTION B

Attempt three questions in section B. Marked out of a total of 60 marks

Question 1:

Describe clearly and with examples good monitoring principles for projects (**20 marks)**

Question 2:

(a) Categorically expound the risks that any project may encounter **(10 Marks)**

(b) Elucidate how such risks can be mitigated in development projects **(10 Marks)**

Question 3:

Distinguish comprehensively between project transparency and project accountability. **(20 Marks)**

Question 4:

Discuss in detail the various sources of funding that are available to African Development Projects **(20 marks).**

Question 5:

1. (a) Identify the stakeholders of any project **(10 Marks)**
2. (b) Examine the steps involved in stakeholder mapping **(10 Marks)**

Question 6:

With reference to a project of your choice, discuss the challenges and solutions of change management. **(20 Marks)**

Question 7:

1. Examine clearly the different sources of funding for government and private projects. **(20 marks)**

Question 8:

(a) Comprehensibly expound the risks that any project may encounter **(10 Marks)**

(b) Elucidate how such risks can be mitigated in development projects **(10 Marks)**

Question 9:

As a project expert, identify a project idea. Clearly and coherently explicate the five project studies that would inform the translation of this project idea to reality. **(20 marks)**

Question 10:

Write short notes on the following:

i. Change management **(4 marks)**

ii. Project publicity **(4 marks)**

iii. Project Ethics **(4 marks)**

iv. Project replication **(4 marks)**

v. Project termination **(4 marks)**

Question 11:

Distinguish categorically between project work plans and project reports. **(20 Marks)**

Question 12:

(a) Comprehensibly expound the risks that any project may encounter **(10 Marks)**

(b) Elucidate how such risks can be mitigated in development projects **(10 Marks)**

Question 13:

Clearly elucidate the tools employed in a feasibility study (20 MARKS)

Question 14:

Illustrate and explain the Project monitoring and control cycle (20 MARKS)

Question 15:

Elaborate the types of project audits and their importance (20 MARKS)

Question 16:

Comprehensively examine project sustainability making reference to the United Nations Sustainable Development Goals (20 MARKS)