INTERNATIONAL UNIVERSITY OF EAST AFRICA
'Learning to Succeed'

FACULTY OF BUSINESS MANAGEMENT

END OF SEMESTER EXAMINATIONS - DECEMBER 2025

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

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

ONE QUESTION IS COMPULSORY

Question 1:

The Establishment of a Single African Air Transport Market (SAATM) is one of the flagship projects under the African Union's Agenda 2063, which envisions an integrated, prosperous, and peaceful Africa, driven by its own citizens and representing a dynamic force in the global arena. Launched in January 2018, SAATM aims to liberalize air transport services across the continent by removing restrictions on ownership, routes, and capacity, thereby creating a unified air transport market for African airlines. The initiative builds upon the 1999 Yamoussoukro Decision (YD), which laid the legal foundation for the liberalization of air transport in Africa. The AU seeks to enhance connectivity, reduce travel costs, promote trade, tourism, and regional integration while strengthening the aviation industry's competitiveness globally. For Somalia, participation in SAATM represents a transformative opportunity to rebuild its aviation sector following decades of conflict and isolation. After regaining control of its airspace from the International Civil Aviation Organization (ICAO) in 2018, Somalia has sought to re-establish domestic and international connections. Integrating into SAATM could boost Somalia's economic recovery, strengthen tourism, and facilitate movement of goods and people across the continent.

A) Examine the stakeholders of this SAATM project (10 marks)

B) Examine the 3 phased approaches to implementation of this project (10 marks)

C) Examine the funding and investment requirement for the Somalia (10 marks)

D) Examine concretely the benefits of SAATM (10 marks)

Question 2:

Agenda 2063 is the master plan and blue print for Africa's inclusive and sustainable development, as well as the continent's agenda for crafting a globally competitive Africa. It is Africa's 50-year development plan (2013-2063) that realizes the pan-African dream of unity, self-determination, freedom, progress, and common prosperity (African Union Commission, 2015). One of the 15 flagship projects identified as responsible for accelerating the economic transformation and integration of Africa is the establishment of an Annual African Economic Forum.

A) Explain how the Annual African Economic Forum is a project clearing identifying the characteristics of any project (10 marks)

B) Explain the importance of stakeholder engagement and buy in for such a project (10 marks)

C) Explain the possible life cycle of such a development project (10 marks)

D) Explain the necessity of this project to your own country of origin (10 marks

SECTION B

Attempt three questions in section B. Marked out of a total of 60 marks. Therefore each question is out of 20 marks

Question 1:

Expound the project studies you have studied with reference to any project of your choice (20 marks)

Question 2:

Explicate the technicalities of a feasibility study (20 marks)

Question 3:

Elaborate the classifications of projects you have studied (20 marks)

Question 4:

Elucidate the difference between needs assessment and opportunity studies (20 marks)

Question 5:

With the aid of clear output and outcome examples describe eight (8) elements of result indicators (20 marks)

Question 6:

With the aid of clear examples describe how your country has participated in AU Agenda 2063 flagship projects (20 marks)

Question 7:

Elucidate in detail aspects of a base study

Question 8:

Explain convincingly the role of an opportunity study

Question 9:

Explain with examples details of a needs assessment

Question 10:

Examine the significance of a prefeasibility study

Question 11:

Discuss project budgeting

Question 12:

Discuss project reporting