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 844
NAME: GLOBAL PROJECT MANAGEMENT

DATE:
TIME:

INSTRUCTIONS TO CANDIDATES:

SECTION A

Section A is compulsory

Question 1:

Lagos–Mombasa Highway

The Lagos–Mombasa Highway (also known as the *Mombasa-Lagos Highway*) or TAH 8 is Trans-African Highway 8 and is the principal road route between West and East Africa. It has a length of 6,259 km (3,889 mi) and is contiguous with the Dakar-Lagos Highway with which it will form (when complete) the longest east-west crossing of the continent for a total distance of 10,269 km (6,381 mi). Its main importance at the moment is connecting West Africa with Southern Africa via Yaoundé and Gabon because the section through the Democratic Republic of the Congo is unpaved and difficult.

The highway was considered to run from Bangassou in the Central African Republic to Buta in DR Congo via Bondo, but after the Congo Civil Wars, the tracks between those towns became impassable. The DR Congo advises that the track from Zongo (across the river from Bangui) via Gemena, Lisala and Bumba to Buta is a higher priority for rehabilitation, and would recommend that alternative.

In eastern DR Congo, the route goes from Kisangani to the Ugandan border post at Mpondwe, via Komanda and Beni. This earth track is also frequently impassable. The longer route from Kisangani to the Rwanda border at Bukavu using National Road No. 2 may be preferable as the road is partly paved, though since the war it has not been in use south of Walikale.

The Lagos–Mombasa Highway's eastern section has been paved for several decades and is the principal highway between the African Great Lakes region and the sea. The highway from Bujumbura (Burundi) through Kigali to Mbarara can also be considered a feeder road connecting land-locked Burundi and Rwanda to the sea at Mombasa.

a). From the case above, explain at least 10 stakeholders (5 primary stakeholders and 5 secondary stakeholders in the East African Crude Oil Pipeline (EACOP) project. Give the interest/s of each stakeholder (**10 Marks**).

b). What risks are associated with a global project like that one in the case above (**10 Marks**)

c). As a student of global project management identify and explain in detail the barriers to the communication in such a project (**10 Marks**)

d). One of the dimensions in global projects is culture, explain the different aspects of culture that need to be understood by the management of this project (**10 Marks**)

Question 2:

Construction of Standard Gauge Railway: Mombasa -- Nairobi -- Malaba -- Kampala -- Kigali line

The construction of a standard gauge railway (SGR) along the Northern Corridor connecting Mombasa (Kenya) through Nairobi and Malaba to Kampala (Uganda) and extending to Kigali (Rwanda), and Democratic Republic of Congo (DRC) with a branch line from Malaba to Juba (South Sudan), establishing a modern railway backbone for East Africa is an important project in Africa. The objectives are to develop a modern high-capacity standard gauge railway along the Northern Corridor to enhance regional connectivity and reduce transportation costs; provide landlocked countries (Uganda, Rwanda, South Sudan) with efficient access to the Port of Mombasa; enhance trade competitiveness through reduced logistics costs; facilitate efficient movement of cargo and passengers along East Africa's busiest transport corridor; support regional industrialization through efficient bulk transport; reduce road maintenance costs through modal shift; improve environmental sustainability through lower-carbon transport; and create substantial employment during construction and operation phases. The project employs a phased sovereign financing approach with: bilateral financing from China for the Kenyan section (Mombasa-Nairobi-Malaba); multilateral development bank financing (AfDB, World Bank) for subsequent sections; national budget allocations from participating countries; and potential for PPP arrangements for operations and specific segments. Financing for the Mombasa-Nairobi section has been secured and implemented, while arrangements for other sections are at various stages.

Answer the following questions

a) From the case above, explain at least 10 stakeholders (5 primary stakeholders and 5 secondary stakeholders in the East African Crude Oil Pipeline (EACOP) project. Give the interest/s of each stakeholder (**10 Marks**).

b) What risks are associated with a global project like that one in the case

above (**10 Marks**)

c) As a student of global project management identify and explain in detail the barriers to the communication in such a project (**10 Marks**)

One of the dimensions in global projects is culture, explain the different aspects of culture that need to be understood by the management of this project (**10 Marks**

Question 3:

Global project communication channels for different stakeholders are important if a global project is to be successful.

As a student of global project management, explain with examples the communication channels and methods in a global project you are familiar with (use concrete examples) **(20 Marks)**

SECTION B

Choose THREE questions from section B

Question 1:

As a student of global project management, explain the benefits that arise out of implementing a global project. (**20 Marks**)

Question 2:

Global projects require that global projects managers have special attributes. What attributes are required for a project Like Standard Gauge railway projects in Kenya, Uganda and Tanzania in the east African region. (**20 Marks**)

Question 3:

As an expert in global project management, explain to the shareholders of an international company, why is Global project management different from traditional projects and therefore they should be prepared for the differences. (**20 Marks**)

Question 4:

You are an expert in global project management, explain to the managers of a global project management the challenges of managing a virtual project team (**20 Marks**)

Question 5:

Several companies like coca cola, MTN are engaged in different industries or sectors but have common features when it comes to global projects features. As a student of global project management, explain the features of global projects. Use relevant examples. (**20 Marks)**

Question 6:

One student who graduated from IUEA in 2022 with a first class has been appointed to lead a global project in the oil and gas sector in Nigeria.

As a global project management consultant for this company, explain to this gentleman, the enablers and benefits of global business (**20 marks**)

Question 7:

One of the global project communication managers in an infrastructure project has found problems in identifying barriers in the communication under this global project.

As a student of global project management, explain to this communication manager, the barriers to communication in global projects and the differences you see between traditional projects and this global project (**20 Marks**)

Question 8:

The East African Community (EAC) countries are preparing to construct road infrastructure from the east African coast to west Africa. The larger Trans-African Highway network and consists of several key routes, including the Mombasa-Lagos corridor (TAH 8).

As a student of global project management, explain to the project managers in these different countries the global team problems. (**20 Marks**)

Question 9:

The global project that is in telecommunication services is characterized by virtual teams which are in different time zones, locations and culture.

As a student of global project management, explain in detail the categories of global virtual teams and the special skills required for virtual teams' members (**20 Marks**)

Question 10:

Blockbuster was a video rental giant which went bankrupt in 2010 after failing to adapt to the rise of digital streaming, a transition they had an opportunity to lead by acquiring Netflix.

You are a manager in one global project in the same sector like Blockbuster, explain to management the reasons for global business failure and the typical global risks that can lead to failure (**20 marks**)

Question 11:

A Chinese and Turkish companies that have been given contract for a road have faced disagreements over designs of the SGR in the East

African community over property rights

As a student of global project management, explain the types of Intellectual Property Covered and the key aspects of TRIPS in global projects. (**20 Marks**)

Question 12:

Effective communication in a global project requires using tailored channels for different stakeholder groups.

As a student of Global project management, explain the channels and methods of communication used in any global project you are familiar with (Use concrete examples) **(20 Marks)**