



Where Leaders are Made

UNIVERSITY EXAMINATIONS: 2025/2026

**EXAMINATION FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION**

MBA600

PROJECT MANAGEMENT

END TERM EXAMINATION

DATE: DECEMBER, 2025

TIME: 3 HOURS

INSTRUCTIONS: Question One is Compulsory, Choose Three Other Questions

SECTION A (COMPULSORY)

QUESTION ONE (20 Marks) Compulsory

CASE STUDY: TECHBUILD AFRICA LTD,

TechBuild Africa Ltd, a regional infrastructure company, was contracted to design and construct a 100 km solar-powered water pipeline in Kenya's arid regions. The project aimed to enhance water access and promote renewable energy. Six months into implementation, the company experienced delayed procurement, cost overruns, and weak interdepartmental coordination.

The managing director has called for a mid-term review to strengthen planning, leadership, and control mechanisms.

Required:

- a) Discuss key phases of the project life cycle that TechBuild Africa should strengthen to regain control. (6 marks)
- b) Using the Work Breakdown Structure (WBS), explain how resource allocation can be effectively organized for this project. (5 marks)
- c) Examine causes of project scheduling delays and propose control strategies. (4marks)
- d). Recommend risk mitigation and monitoring tools applicable to this scenario. (5marks)

SECTION B

(ANSWER ANY THREE (3) QUESTIONS IN THIS SECTION)

QUESTION TWO (10 marks)

- a) Discuss how systems thinking approach in project management improves organizational decision-making. (5 marks)
- b) Using examples, analyze the role of Pareto charts and Ishikawa diagrams in project control. (5 marks)

QUESTION THREE (10 marks)

- a) Evaluate the importance of project leadership and ethical management in achieving successful implementation. (5Marks)
- b) Critically assess how motivational theories can be applied to project team performance. (5marks)

QUESTION FOUR(10 marks)**QUESTION (10 marks)**

A project has the following activities:

Activity	Duration (days)	Predecessors
A	3	—
B	4	A
C	2	A
D	6	B
E	3	B
F	5	C
G	2	D, E
H	4	F, G
I	3	H

Required:

- a) Compute the Earliest Start (ES), Earliest Finish (EF), Latest Start (LS), Latest Finish (LF) and Float for each activity. Show working. (6 marks)

- b) Identify the **critical path** and state the **project completion time**. (2 marks)
- c) State **two** practical uses of the CPM results by a project manager. (2 marks)

QUESTION FIVE (10 marks)

- a) Differentiate between traditional and agile project management approaches with a clear example (5 marks)
- b) Discuss two emerging trends shaping the future of project management. (5 marks)