PAN AFRICA CHRISTIAN UNIVERSITY
END TERM EXAMINATION
MASTERS ONLINE EXAM

DEPARTMENT: BUSINESS
COURSE CODE: MBA 600
COURSE TITLE: PROJECT MANAGEMENT
TIME: 2HRS

SECTION A: COMPULSORY QUESTION

CASE STUDY: The University Green IT Campus Initiative

In 2024, TechVille University launched the Green IT Campus Initiative to integrate sustainable IT solutions across its campus. The project aimed to reduce energy consumption and modernize digital infrastructure by implementing renewable energy systems, cloud-based services, and IoT technology in existing facilities. During the project planning phase, the team developed a detailed work breakdown structure (WBS), allocated resources efficiently, and established a two-year timeline with a budget of $3 million.

Risk management was a central focus from the outset. The project managers identified potential risks such as delays in regulatory approvals, vendor reliability issues, and challenges with integrating legacy systems. To address these, they developed a comprehensive risk management plan involving risk identification, assessment, mitigation strategies, and contingency planning. Regular stakeholder engagement—through updates, feedback sessions, and transparent communication—ensured alignment with campus sustainability objectives.

Key project management principles were applied throughout the initiative. An agile methodology allowed for iterative development and prompt adjustments to emerging issues, while strong leadership and cross-functional teamwork ensured adherence to the project scope and timely deliverables. This balanced approach between rigorous planning and adaptive risk management was crucial in navigating uncertainties and achieving project success.

This Case Study is an excerpt from: AI Case Studies by Neil Savage

REQUIRED Based on the case study above

a) Evaluate the risk management strategies used in the Green IT Campus Initiative. How effective are these strategies in mitigating the identified risks? Support your answer with examples from the case study. **(10 marks)**

SECTION B: [ANSWER ANY THREE QUESTIONS FROM THIS SECTION]
QUESTION TWO

a) During a critical phase of a multi-million-dollar project, you discover that a senior team member has intentionally omitted key risk data from the risk register. This omission could lead to unforeseen project delays and cost overruns. Describe the ethical dilemmas you face as the project manager and further outline your response steps to address both your ethical responsibilities and the need to update risk management practices. **(10 marks)**

QUESTION THREE

a) You are tasked with designing a comprehensive project management framework for a new international infrastructure project. The framework must include clear stages mirroring the Project Management Life Cycle. Outline and discuss the five distinct stages of the Project Management Lifecycle. (**10 marks)**

QUESTION FOUR

a) You have been assigned to lead a project with a constrained budget and inherent financial risks. Your team must deliver a project within strict financial limits while maintaining high performance and morale. Discuss the leadership approaches and communication techniques you would use to align the team with the financial objectives. Further explain how you would lead and motivate your team to adhere to the budget while managing unexpected financial risks.

(10 marks)

QUESTION FIVE

a) You are developing the project schedule for a complex product development project. During planning, you identify several potential risks—such as supply chain disruptions, regulatory delays, and resource unavailability—that could impact your schedule. As a project manager, suggest risk management strategies you would use to deal with each of these three potential risks that might affect the project schedule. Also explain how you would continuously monitor and adjust the schedule to manage these risks throughout the project lifecycle. **(10 marks)**

QUESTION SIX

a) Your organization is implementing a new quality management system for a high-stakes project, and continuous improvement is a strategic priority. In this environment, ensuring quality standards while managing risks is critical. Explain the role of quality control and quality assurance measures in ensuring project success.
(5marks)

b) Mention and discuss at least **five** Project Successful Factors. **(5marks)**