



Strathmore
UNIVERSITY

SCHOOL OF HUMANITIES & SOCIAL SCIENCES

**BACHELOR OF INTERNATIONAL STUDIES / BACHELOR OF DEVELOPMENT
STUDIES**

END OF SEMESTER EXAMINATION

BIS 3102 / BDP 3105: INTERNATIONAL PROJECT MANAGEMENT

Date: 7th November 2022

Time: 10:30 – 12:30

Instructions

1. This examination consists of **FIVE** questions.
 2. Answer **Question ONE (COMPULSORY)** and any other **TWO** questions.
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QUESTION ONE

Case Study

Read the following excerpt from and answer the questions that follow.

Investing in Children is Smart Economics: Giving every child an equal chance to become a healthy and educated citizen

“Almost half of the population in Kenya are children. Their well-being and development depend on the services provided by national and county governments. It is critical that children’s issues are part of the development agenda and a top priority for the incoming leadership.

Through the Changing Childhood Project and other research, UNICEF has identified and is focusing on six priority areas that are key for children’s welfare and shaping Kenya’s next generation. These are: the best start in life; enhancing education; primary and community health; expanding social protection; ending violence against children; and addressing climate change.

The next Government of Kenya can build on the gains in child development and further improve children’s lives if it takes up these six priority issues for children, with a special focus on regions that are left behind. On education, Kenya stands out in Sub-Saharan Africa in its overall performance in school participation and learning outcomes. However, inequities remain between geographical areas and among socioeconomic groups.”

Maniza Zaman (UNICEF Representative to Kenya) and Keith Hansen (World Bank Kenya Country Director) <https://www.unicef.org/kenya/stories/investing-children-smart-economics>

- a) Assuming a Project Goal of ‘Equal Access to Education in Kenya.’
 - i. Outline any two Objectives for this project (8 marks)
 - ii. Describe any two Activities that can be carried out to meet the above objectives (4 marks)
 - iii. Outline any three inputs for the project (3 marks)

- b) Mitigating the assumptions and risks of a project are key to its success. In the proposed Project Goal of ensuring ‘Equal Access to Education in Kenya,’ outline the following:
 - i. Two Assumptions of the project (4 marks)
 - ii. Two Risks of the project (4 marks)
 - iii. Two measures that can be undertaken to mitigate the risks to the project (4 marks)

- c) List three key stakeholders in this project) (3 marks)

QUESTION TWO

Based on a proposed project with an objective of ‘Improving Nutrition among School-Going Children,’

- a) Outline three Verifiable Performance Indicators (VPI) (12 marks)
- b) Describe one Means of Verification for any of the VPIs mentioned in (i) (3 marks)

QUESTION THREE

Using relevant examples from ANY international project, explain the following characteristics of international projects.

- a) Complexity (5 marks)
- b) Risk (5 marks)
- c) Uniqueness (5 marks)

QUESTION FOUR

Using relevant examples from ANY project, discuss the challenge of limited resources in project management for the following resources (15 marks)

- a) Natural resources
- b) Human resources
- c) Physical resources

QUESTION FIVE

- a) Using relevant examples from ANY international project, discuss one challenge encountered in each of the following stages of the project life cycle:
 - i. Project Initiation (3 marks)
 - ii. Project Implementation (3 marks)
 - iii. Monitoring and Evaluation (3 marks)

- b) Explain the following terms used in the Hofstede 6-D model, that is used to identify cultural challenges.
 - i. Large versus small power distance (3 marks)
 - ii. Long-term versus short-term orientation (3 marks)