



**Strathmore**  
UNIVERSITY

**STRATHMORE BUSINESS SCHOOL**

MASTER OF DEVELOPMENT FINANCE

**END OF SEMESTER EXAMINATION**

**MDF 8109: PROJECT FINANCE AND MANAGEMENT**

**DATE:** Thursday 8<sup>th</sup> August 2024

**Time: 3 Hours**

**Instructions**

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

**Question 1 (Compulsory) (50 Marks)**

- a. Define a project and project management. Provide examples to illustrate your definitions  
**(5 marks)**
- b. Define project scoping and explain its purpose. Why is it important to clearly define the scope of a project?  
**(5 marks)**
- c. Explain how to decompose project work into a Work Breakdown Structure (WBS). Provide an example of a WBS for a simple project.  
**(5 marks)**
- d. Define stakeholders in the context of project management and identify various types of stakeholders that might be involved in a project. Provide examples for each type **(5 marks)**
- e. Explain the process of selecting and applying a procurement strategy to a project. What factors should be considered in this process?  
**(10 marks)**
- f. Discuss **FIVE** benefits of aligning an organization's strategy with its project governance model. How does this alignment impact project success?  
**(10 marks)**
- g. You are managing a construction project for a new office building. Identify **THREE** major risks associated with the project and describe how you would mitigate each risk. **(6 marks)**
- h. For a project to build a new hospital wing, explain how you would select and apply a procurement strategy and allocate resources effectively.  
**(4 marks)**

### **Question 2 (25 Marks)**

- a. Describe a real-world scenario where project management has been crucial in achieving a strategic goal for an organization. Explain the role of project management in this scenario  
**(7 marks)**
- b. Explain how and when to manage stakeholders in a project. What are the key steps involved in stakeholder management?  
**(10 marks)**
- c. Describe the steps a project manager should take to develop a project plan for launching a new product. What are the key responsibilities of the project manager during this process?  
**(8 marks)**

### **Question 3 (25 Marks)**

- a. Discuss **FIVE** benefits of implementing standardized project management practices in an organization. Provide specific examples of how these benefits can manifest in project outcomes.  
**(10 marks)**
- b. Explain why negotiations are important in projects. Describe the steps involved in conducting successful negotiations with stakeholders.  
**(5 marks)**
- c. Consider a company implementing a new enterprise resource planning (ERP) system. Discuss how you would align this project with the company's strategy using a project governance model. Include specific governance structures and processes you would use.  
**(10 marks)**

### **Question 4 (25 Marks)**

- a. Explain the roles and responsibilities of key governance bodies in aligning projects with organizational strategy.  
**(3 marks)**
- b. Consider a project to develop a new mobile application. Describe how you would manage the project scope, develop a WBS, and control costs, schedule, quality, and time **(7 marks)**
- c. Discuss the roles and responsibilities of key stakeholders in a project. How do these roles impact project scope, estimates, budget, deliverables, risk management, schedule, and communication plan?  
**(8 marks)**

- d. Consider a project to implement a new IT system in an organization. Describe how you would identify and manage stakeholders, and how you would conduct negotiations to address any concerns they might have. Include how these processes impact the project scope, estimates, budget, deliverables, risk management, schedule, and communication plan. **(7 marks)**

**Question 5 (25 Marks)**

- a. Explain how to communicate effectively in a project environment. What are the key elements of a successful project communication plan? **(8 marks)**
- b. Describe how procurement methods and resource allocation can be integrated to ensure project success. How do contract law and effective communication play a role in this integration? **(10 marks)**
- c. In a project to implement a new customer relationship management (CRM) system, how would you identify and manage stakeholders? Explain the steps and strategies you would use. **(7 marks)**