The Management University of Africa | MUA Sponsored by the Kenya Institute of Management

UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF MANAGEMENT AND LEADERSHIP

DEGREE OF BACHELOR OF ARTS IN DEVELOPMENT STUDIES

PMT 403: STRATEGIC PORTFOLIO AND PROJECT MANAGEMENT

DATE: 27TH JULY 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

ALIGNING STRATEGY, VALUE, AND CHANGE AT NEXUS SOLUTIONS LTD

Nexus Solutions Ltd. is a mid-sized technology and consulting firm operating across East Africa. Over the past three years, the organization has launched numerous projects aimed at digital transformation, sustainability, and market expansion. While many projects were delivered on time, senior management began to notice that overall organizational performance was inconsistent. Some projects delivered limited strategic value, while others competed for the same resources, creating delays and internal conflict. This prompted the leadership team to rethink how projects were selected, managed, and aligned with the company's long-term strategy. To address these concerns, Nexus introduced a strategic portfolio management approach.

The executive team reviewed the organization's mission, vision, and strategic objectives, and introduced key performance indicators (KPIs) to measure value contribution across the portfolio. Projects were grouped into portfolios and programs based on strategic themes such as innovation, operational efficiency, and sustainability. However, managers struggled to distinguish clearly between project, program, and portfolio decision-making, leading to confusion over accountability and prioritization.

As new project proposals continued to emerge, the organization faced growing pressure on its financial and human resources. Portfolio managers introduced scoring models, cost–benefit analysis, and risk-based prioritization techniques to guide project selection. Capacity planning tools such as resource leveling were used to balance workloads, but trade-offs had to be made between high-risk, high-reward initiatives and safer, incremental projects. These decisions sparked debate among stakeholders with competing interests.

Governance challenges soon followed. Some stakeholders demanded greater transparency in reporting, while others questioned budget overruns and risk exposure. In response, Nexus established a formal portfolio governance structure, including review boards, standardized reporting processes, and financial tracking mechanisms. Risk registers and mitigation plans were introduced to monitor emerging threats such as regulatory changes and market volatility. Despite these efforts, resistance to new controls remained among some project managers.

To improve responsiveness and innovation, Nexus began experimenting with Agile portfolio management for its digital initiatives. Agile principles were blended with traditional portfolio practices, and scaled frameworks were piloted to manage complex programs. New portfolio visualization tools and dashboards were adopted, incorporating real-time data and predictive analytics. Leadership also focused on performance evaluation, continuous improvement, and lessons learned, encouraging collaboration and adaptive leadership as the organization prepared for a full portfolio review and future strategic realignment.

Required:

a) Based on the case, analyze how Nexus Solutions attempted to align its project portfolio with organizational strategy **(5 Marks)**

b) Evaluate the project selection approaches used by Nexus **(5 Marks)**

c) Examine the governance and reporting mechanisms introduced at Nexus **(5 Marks)**

d) Assess the benefits of the organization's move toward Agile portfolio management and the use of technology tools. **(5 Marks)**

e) Reflect on the leadership and performance management practices described in the case.
(5 Marks)

QUESTION TWO

The executive team at Kisaju Corp is reviewing its portfolio of ongoing projects. They have noticed that while several projects are operationally successful, some do not clearly align with the company's mission and strategic goals. They want to restructure the portfolio to better support strategic objectives and improve overall value delivery.

Required:

a) Elaborate a step-by-step approach for assessing and realigning the portfolio to the organization's strategy
(10 Marks)

b) Explain two methods to measure whether portfolio adjustments are achieving the desired strategic outcomes.
(5 Marks)

QUESTION THREE

A multinational firm is planning a new set of projects but faces constraints in both budget and skilled personnel. The leadership team wants to select projects that maximize organizational impact while effectively utilizing available resources.

Required:

a) Develop a framework for evaluating and prioritizing projects using quantitative criteria. **(10 Marks)**

b) Suggest two strategies to optimize resource allocation across competing projects.
(5 Marks)

QUESTION FOUR

A government agency manages a portfolio of infrastructure projects. Stakeholders have expressed concerns about transparency, reporting, and financial control. Additionally, there are emerging risks due to market volatility and regulatory changes.

Required:

a) Discuss five approaches for continuous performance tracking in infrastructure projects
(10 Marks)

b) Propose two risk management tools that can help the agency mitigate risks and maintain portfolio performance.
(5 Marks)

QUESTION FIVE

TechSolutions, a software company, is transitioning from traditional portfolio management to Agile approaches to respond faster to market changes. Some senior managers are hesitant because they are unfamiliar with Agile frameworks, and the portfolio includes large, complex programs.

Required:

a) Explain three strategies for implementing Agile portfolio management.
(10 Marks)

b) Examine two emerging technology tools that could enhance portfolio visibility and decision-making in an Agile environment.
(5 Marks)

QUESTION SIX

A global company has observed inconsistent performance across its portfolio. Project teams struggle with collaboration, and lessons learned are rarely applied. Leadership wants to enhance portfolio performance while building a culture of accountability, continuous improvement, and collaborative decision-making.

Required:

a) Develop a performance evaluation framework for the portfolio that incorporates key metrics, continuous improvement cycles, and lessons learned processes.

(10 Marks)

b) Recommend two change management strategies that portfolio managers can use to improve team collaboration and implement portfolio improvements effectively.

(5 Marks)