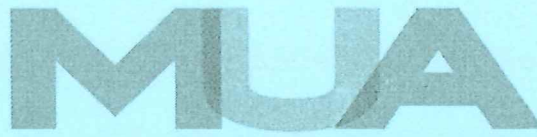


The
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POST GRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF MASTER OF ARTS IN DEVELOPMENT STUDIES

MDP 520: PROJECT LEADERSHIP

DATE: 29TH JULY 2024

DURATION: 3 HOURS

MAXIMUM MARKS: 60

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 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:

CASE STUDY: TAPIOCA EAST AFRICA PROJECT

Stakeholders at Tapioca East Africa Company are constantly in a serious conflict. For the past two months the key stakeholders have split into two camps. Dr. Murugi, the project manager decided to call up the meeting for the team to share their grievances and come up with a solution. The first team meeting was a disaster with four members of the team sitting on one side of the table and the other four on the other side. The project manager, who chaired the meeting could feel the tension in the air. Dr. Murugi ended the meeting after only 30 minutes as it was apparent nothing was getting resolved at that time. She scheduled another meeting to take place the following week, as she needed more time to prepare her strategy to resolve the conflict.

Prior to the subsequent team meeting, Dr. Murugi scheduled a meeting with each member of the team individually to understand what was going on from their perspective. During the individual meetings, he learned the following: Not all team members felt that they were heard in their departmental meetings and consensus had not been reached in the past. Rather, team members felt that they were "pushed" into coming to agreement on solutions to past problems that arose on the project; during a few brainstorming sessions, team members felt that ideas were discarded in favor of ideas that were easy to do and no real brainstorming took place; team members felt that some other members of the team were getting away with not completing their tasks on time or of poor quality. The limitations mentioned were negatively impacting the workload of all the other team members.

Rumors were that Dr. Murugi, as a project leader, was also a source of the conflicts experienced by the team. A number of cases were reported to her but she did not take any action which would help resolve the issues. This was associated with the kind of the policies and procedures which did not clearly indicate how the conflict arising from the project would be sorted. This time, she decided to seek permission from the sponsor and she was advised to bring in a facilitator to help the team (and herself) work through the conflict and also determine how conflicts would be handled throughout the project. In addition, once that was accomplished, she was going to have a team meeting that was focused purely on team building activities and collaborating how the team would continue to work together to accomplish the project. This would include determining: Problem solving processes, decision-making processes, risk management processes, and how information will be shared between team members

Dr. Murugi also wanted to spend time reviewing roles and responsibilities on the team to ensure she had the right people in the right roles and everyone felt comfortable in working in the project. She prepared an outline of the full-day team meeting and shared with the team. She received good feedback about the outline. The all-day team meeting arrived. The project sponsor kicked off the event with a brief overview of the project the group had undertaken, highlighting its importance to the organization and alignment to long-term strategy. Dr. Murugi then reviewed the agenda and introduced the facilitator. The day went well with minimal conflicts arising and those brought some disagreements were managed by the facilitator. By having a facilitator, she was able to participate in the day's events and provide her own thoughts and ideas. Plus, she was able to spend time building stronger relationships with the team which she knew would be key to a successful project moving forward.

Review of the progress, a month later, indicated that while there were a few conflicts, they were resolved quickly. Additionally, when problems arose, the team came together and collaborated to find a solution. During a quick check-in after the first conflict during this time and after the first problem solving session, team members noted they felt much better about the process and felt that the team was working together much more effectively. Six months later things are going on well. The team is working together quite well and is highly performing. Problems are solved quickly and decisions are made collaboratively.

Required:

- a) Discuss the issues which are affecting the success of Tapioco East Africa project and suggest strategies to resolve them **(10 Marks)**
- b) Project teams do not spontaneously emerge as productive, high-performance groups. Rather, they are the output of the deliberate actions of the leaders and team members to provide an environment of trust and collaboration. Examine the team development steps as proposed by Tuckman's Theory **(10 Marks)**
- c) Frequent conflicts among the project team are one cause of poor group dynamics which would results to failure of the project. As a consultant explain to Dr. Murugi five common causes of poor group dynamics other than conflict **(10 Marks)**

QUESTION TWO

- a) Project leaders need to be well conversant with the activities which take place during the different stages of the project. Discuss **(8 Marks)**
- b) Dean Martin identified the seven major elements of culture, which significantly influence the project management strategy and team development process. Discuss **(7 Marks)**

QUESTION THREE

- a) Project leaders can use the process accountability model to narrow the accountability gaps and increase the level of performance. Discuss five determinants which can influence the project leaders' ability to enhance performance **(10 Marks)**
- b) Sustainability of the projects can be ensured through proper communication by the project leaders to all the stakeholders. Describe five skills which project manager should possess to help him/ her manage communication **(5 Marks)**

QUESTION FOUR

- a) Project leaders should be aware of the team dynamics which may influence the project performance. Discuss the approaches which a team leader can use to manage team dynamics **(7 Marks)**
- b) Most of the donors for development projects requires clear and effective message delivery about the project to them to clearly understand the project progress. Examine eight ways of making the presentation to the stakeholders which will ensure effective message delivery **(8 Marks)**