The Management University of Africa

MUA

Sponsored by the Kenya Institute of Management

UNDERGRADUATE UNIVERSITY EXAMINATIONS

SCHOOL OF ARTS, HUMANITIES, DEVELOPMENT STUDIES AND SOCIAL SCIENCES (SADS)

DEGREE OF MASTER OF ARTS IN DEVELOPMENT STUDIES

MDP 514: PROJECT PLANNING AND MANAGEMENT

DATE: 3RD AUGUST 2026

DURATION: 3 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 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:

THE THWAKE MULTIPURPOSE DAM PROJECT

Project planning and management play a critical role in ensuring that development projects achieve their intended objectives within the available time, budget, and quality standards. In Kenya, one notable example of effective project planning and management is the development of the Thwake Multipurpose Dam. The project was initiated by the Government of Kenya to address water scarcity, improve food security, generate hydroelectric power, and support industrial development in the lower eastern region of the country. The project demonstrates how comprehensive planning and sound management practices contribute to successful project implementation in a developing country context.

The Thwake Dam Project was conceived to provide a long-term solution to recurring drought conditions affecting communities in Makueni, Kitui, and surrounding counties. During the planning phase, extensive feasibility studies were conducted to determine the technical, economic, social, and environmental viability of the project. Experts assessed water demand, hydrological conditions, environmental impacts, and the potential benefits to local communities. Stakeholder consultations were also undertaken to gather views from residents, local leaders, government agencies, and development partners. This participatory approach helped identify community needs and minimize resistance during project implementation.

One of the most important aspects of project planning was defining clear objectives and project scope. The planners identified four major goals: water supply, irrigation development, hydropower generation, and flood

control. These objectives guided the preparation of project schedules, budgets, procurement plans, and risk management strategies. Project planners developed detailed work breakdown structures that divided the project into manageable phases including design, land acquisition, environmental mitigation, construction, and commissioning. By establishing measurable milestones, project managers were able to monitor progress effectively throughout the project lifecycle. Resource planning formed another critical component of the project. The Kenyan government secured financing through a partnership with the African Development Bank and other stakeholders. Human resources, machinery, construction materials, and technical expertise were carefully allocated to various project activities. Procurement procedures were established to ensure transparency and accountability in the acquisition of goods and services. Effective resource planning reduced delays and helped maintain project quality standards.

Project management during implementation involved coordinating multiple stakeholders and contractors. Project managers were responsible for supervising construction activities, ensuring compliance with environmental regulations, and maintaining communication among stakeholders. Regular progress meetings, site inspections, and performance reports enabled managers to identify emerging issues and implement corrective actions promptly. Through effective monitoring and evaluation systems, project leaders tracked expenditure, construction progress, and achievement of project objectives. This ensured that deviations from the project plan were addressed before they became major problems.

Risk management was a significant aspect of the Thwake Dam Project. Several risks were identified during planning, including adverse weather conditions, budget overruns, land acquisition disputes, environmental concerns, and community resistance. To address these challenges, project managers developed mitigation strategies such as contingency budgeting, stakeholder engagement programs, and environmental conservation measures. Continuous risk assessment throughout implementation helped

maintain project stability and reduced uncertainties that could have affected project outcomes.

Despite its successes, the project faced several challenges common to large infrastructure developments in Kenya. Delays in compensation processes, fluctuations in construction costs, and environmental concerns occasionally affected implementation schedules. However, the project management team employed adaptive management techniques to respond to changing circumstances. By revising schedules, reallocating resources, and strengthening stakeholder engagement, the team was able to keep the project moving toward its objectives.

Required:

a) Demonstrate how project planning was applied in the Thwake Multipurpose Dam Project

(10 marks)

b) Assess how project management practices contributed to the success of the Thwake Dam Project

(10 marks)

c) Discuss any five challenges encountered during the implementation of the Thwake Dam Project

(10 marks)

QUESTION TWO

a) You are a project manager for a community project to be done in named cattle rustling area. Assess roles of any five stakeholders you are to engaged during project planning

(10 marks)

b) Propose any five possible challenges that implementation of a community-based water project in rural Kenya could face

(5 marks)

QUESTION THREE

a) Explain the term scope creep in project management and propose possible causes of scope creep in affordable housing projects **(10 marks)**

b) Distinguish a project from other pieces of work and discuss the three parameters that characterise a project **(5 marks)**

QUESTION FOUR

a) Prepare a sample work breakdown structure for a one-week campaign rally for your favourite political party in the last week preceding 2027 voting **(10 marks)**

b) Argue for the need for stakeholder involvement in project planning **(5 marks)**