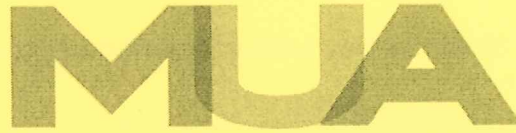


5/12/2024

MUA/RASA/EXAM/QP/2024

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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: 5<sup>TH</sup> DECEMBER 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:**

**DENHAM WATER PROJECT**

Kenya Water for Health Organization is has just launched the implementation of a multi-millionaire project, Denham Water Project in Kajiado County to curb the recurrence of the animal death due to lack of water. The members of Denham Water Project are in serious conflict which has led to them splitting into two teams. The last 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. He ended the meeting after only 30 minutes as it was apparent nothing was getting resolved at that time. He scheduled another meeting for the following week as he needed time to prepare his strategy.

The manager scheduled a meeting with each member of the team individually to understand what was going on from their perspective. During the individual meetings with the team members, he learned the following: Not all team members felt that they were heard in meetings and true consensus had not been reached in the past. Rather, team members felt that they were being "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 tasks on time or of poor quality and that was impacting the workload of everyone else.

Early on in the project the team never worked through how conflict would be managed when it did arise on the project. The manager had collaborated with past teams about how conflicts would be managed but, given the quick start to this project, he didn't do so this time. He had a feeling this might be a problem but had hoped for the best. There were also correct that he was probably not the best person to help get through this conflict as it involved him also.

The manager got permission from the sponsor to bring in a facilitator to help the team (and himself) work through the conflict and also determine how conflicts

would be handled throughout the project. In addition, once that was accomplished, he 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

The manager also wanted to spend time reviewing roles and responsibilities on the team to ensure he had the right people in the right roles and everyone felt comfortable with what had to be done on the project. He prepared an outline of the full-day team meeting and shared with the team. He received good feedback about the outline. The day of 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. The manager then reviewed the agenda and introduced the facilitator. The day went well overall with minimal conflicts that arose. Those that did were managed by the facilitator. By having a facilitator, he was able to participate in the day's events and provide his own thoughts and ideas. Plus, he was able to spend time building stronger relationships with the team which he knew would be key to a successful project moving forward.

Let's skip ahead to a month after the all-day team event. 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 well. The team is working together quite well and is highly performing. Problems are solved quickly and decisions are made collaboratively.

**Required:**

a) In reference to the case study above, frequent conflicts among the team at Denham Water Project can result to failure of the project. As a consultant in Project management, explain to the manager five common causes of poor group dynamics other than conflict

**(10 Marks)**

b) Denham Water Project success is threatened by various issues. However, with good leadership and appropriate strategies would help resolve the issues. Discuss

**(10 Marks)**

c) 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 produce an environment of trust and collaboration. In relation to this statement define the term team and discuss Tuckman's Theory in relation to team development

**10 Marks)**

## **QUESTION TWO**

a) Evaluate the following contemporary issues in projects management stating their applications

**(10 Marks)**

- i. Lean project management
- ii. Agile project management
- iii. Process-based management
- iv. Critical chain project management
- v. PRINCE2

b) Dean Marting identified the main elements of a culture that should be embraced by any project leaders. Identify and describe five of them

**(5 Marks)**

### QUESTION THREE

- a) Diversification of project values and principles requires project leader to have clearly defined elements which are well-designed programme for management.  
Discuss **(10 Marks)**
- b) Project Communication Management Process has five key aspects. Identify them and explain their application in management of the project **(5 Marks)**

### QUESTION FOUR

- a) Successful Project leaders possess both project management skills and soft skills. Examine seven soft skills that a project manager should possess. **(7 Marks)**
- b) To help them comprehend the project and request a thorough report, when necessary, project stakeholders need a condensed version of a project review. Describe four main presentation outlines that a project manager can utilize to successfully convey the project message **(8 Marks)**

