



POST GRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF ARTS, HUMANITIES, DEVELOPMENT
STUDIES AND SOCIAL SCIENCES (SADS)
DEGREE OF MASTER OF ARTS IN DEVELOPMENT
STUDIES

MDP 517: PROJECT RISK MANAGEMENT

DATE: 4TH AUGUST 2026

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:

RISK MANAGEMENT IN STRATEGIC INFRASTRUCTURE PROJECTS

Strategic infrastructure projects such as airports, ports, highways, and energy facilities operate in highly complex and risk-intensive environments. These projects are exposed to a wide range of risks including safety failures, security threats, regulatory non-compliance, environmental hazards, technological disruptions, and reputational damage.

In Kenya, infrastructure agencies such as the Kenya Airports Authority (KAA) play a critical role in ensuring that project and operational risks are systematically identified, assessed, mitigated, and continuously monitored.

The increasing frequency of global security threats, climate-related disruptions, aviation incidents, and operational failures has heightened the need for robust, integrated, and strategic risk management frameworks aligned to international best practices.

Required:

- a) As a project risk management expert enlisted to support airport-related projects in Kenya, analyse the key risk management procedures that should be applied in managing airport projects and operations
(10 Marks)
- b) In your capacity as a senior risk management consultant advising infrastructure agencies such as the Kenya Airports Authority, evaluate the critical success factors that should be prioritised to ensure effective project risk management
(10 Marks)
- c) As an expert advisor to government on infrastructure development, assess the major categories of risks to which airport infrastructure

projects in Kenya are exposed and explain their potential impact on national development **(10 Marks)**

QUESTION TWO

Large-scale development projects frequently experience cost overruns, schedule delays, scope changes, and stakeholder conflicts, often resulting from weak risk planning and control mechanisms.

a) You have been engaged as a project risk specialist to review the performance of large-scale development projects. Examine the major types of risks commonly associated with development projects

(10 Marks)

b) As the appointed project manager responsible for risk oversight, assess two key roles you would perform in managing and controlling project risks throughout the project life cycle

(5 Marks)

QUESTION THREE

Effective project risk management requires structured planning, early identification of threats, and continuous qualitative assessment to support informed decision-making.

a) As a professional consultant tasked with developing a project risk management framework, examine the elements that should be included in a comprehensive project risk management plan

(10 Marks)

b) In your role as a project risk analyst, analyse the steps involved in conducting qualitative risk analysis in project management

(5 Marks)

QUESTION FOUR

Advanced project environments increasingly rely on quantitative techniques to assess probability and impact of risks, as well as well-designed response strategies to manage uncertainty.

- a) You have been enlisted as a risk modelling expert to support complex projects. Evaluate the techniques used to quantitatively determine the probability and impact of risks in project management

(6 Marks)

- b) As a senior project risk advisor, assess the major risk response strategies that project managers can apply when dealing with identified project risks **(9 Marks)**