



MAASAI MARA UNIVERSITY

**REGULAR UNIVERSITY EXAMINATION
2023/2024 ACADEMIC YEAR
FOURTH YEAR FIRST SEMESTER**

**SCHOOL OF BUSINESS AND ECONOMICS
BACHELORS OF PROJECT MANAGEMENT
COURSE CODE: BCM 4108-1
COURSE TITLE: STRATEGIC PROJECT
MANAGEMENT**

DATE : 13/12/2023

TIME : 0830-1030 HRS

INSTRUCTIONS TO CANDIDATES

Answers Question one and any other

QUESTION ONE

- a) Increasing competition demands more competitiveness from companies and constant and accurate information about competitors and the market place, when a firm sustains profits that exceed the average for its industry, the firm is said to possess a competitive advantage over its rivals. Porter's model is the most popular and most relevant for open market economies;

Required; Discuss the five forces that determine the nature of competition in an industry. **[10 marks]**

- b) Describe how the external environment is determined by conducting an external strategic management audit. **[10 marks]**

QUESTION TWO (15 Marks)

- a) Lulu Litu is in charge of a road project in Mandera County. Discuss the strategy that Lulu would use to deal with the various competitive forces in the dynamic environment of Mandera. **(10 MARKS)**

- b) Define the term Project and highlight on the **4M'S** of resources that can be used by project managers **(5 MARK)**

QUESTION THREE

- a) You are the Manager of an irrigation dam project which is being built in Kitui County. Explain how you will manage change to ensure the success of this project. **(10 Marks)**

- b) Explain the leadership competencies for successful change management. **(5 Marks)**

QUESTION FOUR

- a) Juma Ali is in charge of an ongoing project in Kilifi. What measures would Ali have to take to ensure that strategic ethics is adhered to during the life cycle of the project? **(15 Marks).**

- b) Examine five factors to consider during project selection process **(5 Marks)**

/END/