KENYATTA UNIVERSITY

UNIVERSITY EXAMINATIONS 2016/2017

SECOND SEMESTER EXAMINATION FOR THE DEGREE OF MASTER IN MONITORING AND EVALUATION

BBA 818: PROJECT STRATEGY AND LEADERSHIP

DATE: MONDAY 8TH MAY 2017 TIME: 5.30 P.M. - 8.30 P.M.

INSTRUCTIONS:

Answer Question ONE and any other 3 question

Use case study below to answer question one

Exxon mobil is one of the largest oil procedures. The company has featured in the fortune 500 consistently. The company recently announced it will pay $5.6 billion in stock to acquire companies owned by Texas' Bass family that controls the Permian in Mexico.

This is a large acquisition that the company has embarked on integrating into the rest of the business. While undertaking this the company enlarged the M&E team. However the company needed to appraise the M&E available tools which was not consistently done.

Although the company is now strategically position to continue dominance in the industry, the company is expected to monitor the environment and change appropriately. This integration has not yet fully happened and is likely to take much longer.

1. a) Discuss how the acquisition of the new venture positions the company (10 marks)

   b) The M&E team in some companies focus on project execution at the expense of commercial rational. Discuss how the Exxon Mobil team can avoid this trap given the vast resources controlled by the company. (10 marks)

c) Discuss the key levels of strategies where the success of the acquisition decision should happen, link each level with specific actions that the level should take. (10 marks)

2. KCB is one of the banks that has expanded into the region. For each country a project team prepares entry into the country.
Discuss how the external environment affects the project implementation. Provide specific examples. (10 marks)

3. Eveready Kenya has recently changed their strategy and offerings after suffering a series of losses. The company leadership has been blamed for not coping with changes in the environment. The company has embarked on a real estate project which has raised significant resistance with some employees and shareholders. Advice the management and leadership on how to reduce resistance and complete the project (10 marks)

4. You have been appointed as a project manager for implementation of a new ERP system. Discuss the steps and process to follow for the successful implementation of the project. (10 marks)

5. The world bank has been implementing an infrastructure project in Kenya for the last 3 years. The project will take 6 years. You have been approached to undertake mid-term evaluation. Discus the elements that you will consider during evaluation (10 marks)