

**UNIVERSITY OF BOLTON**

**OFF CAMPUS DIVISION**

**MALAWI INSTITUTE OF MANAGEMENT (MIM)**

**MSC PROJECT MANAGEMENT**

**SEMESTER ONE EXAMINATION 2022/2023**

**STRATEGIES FOR QUALITY MANAGEMENT IN  
PROJECTS**

**MODULE NO. PMR 7003**

Date: 21st January 2023

Time: 9:00am – 12:00 noon. 3 HOURS

**INSTRUCTIONS TO CANDIDATES:**

There are SIX (6) questions on this paper.

Answer ANY FOUR (4) QUESTIONS in any order.

All questions carry EQUAL MARKS.

Any unfair conduct will be subject to the University's Academic Misconduct Regulations.

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**QUESTION 1**

One of the enablers of project quality is “people.” With practical examples analyse the role of people in achieving project quality?

**25 Marks**

**QUESTION 2**

The Press Corporation Ltd. group of companies is looking for a new Operations Director to join their senior management team. This person expects to oversee several important strategic change management projects in the organisation. Assume you have been engaged to hire the new Operations Director:

(a) List the attributes that you would be looking for in the right candidate for the job, placing particular importance on what you would look for in a project leadership/management capacity.

**10 marks**

(b) Evaluate how these attributes will ensure quality of the businesses under the Press Corporation Ltd Group to maximise customer and shareholder value.

**15 marks**

**(Total 25 marks)**

**QUESTION 3**

Answer both (a) and (b) below:

(a) Critically analyse what is meant by “project strategic leadership and management?”

**10 Marks**

(b) How can strategic project leadership and management contribute to the attainment of project quality?

**15 Marks**

**(Total 25 Marks)**

**Please Turn the Page**

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**QUESTION 4**

Critically evaluate how a “Hoshin Kanri” approach and a ‘catchball’ process would improve project outcomes with respect to a project that you are familiar with or you have studied.

**25 Marks**

**QUESTION 5**

Answer both questions below:

The EFQM model differs from traditional project management. Explain how

- a) The approach differs from traditional quality management styles with particular respect to monitoring and measurement

**10 Marks**

- b) Critically analyse how the approach is able to improve the quality of projects, compared to traditional approaches

**15 Marks**

**(Total 25 Marks)**

**QUESTION 6**

Critically analyse, making reference to a project you have been involved in or know well, the importance of stakeholder management with respect to project quality

**25 Marks**

**END OF QUESTIONS**