

**UNIVERSITY OF BOLTON**

**OFF CAMPUS DIVISION**

**MALAWI INSTITUTE OF MANAGEMENT (MIM)**

**MSC PROJECT MANAGEMENT**

**SEMESTER TWO EXAMINATION 2023/24**

**STRATEGIES FOR QUALITY MANAGEMENT IN  
PROJECTS**

**MODULE NO. PMT 7013**

Date: 13th January 2024

Time: 3 HOURS

**INSTRUCTIONS TO CANDIDATES:**

There are SIX (6) questions on this paper.

Answer ANY FOUR 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**

Discuss the relative advantages and disadvantages of traditional perspectives on managing quality in projects compared to current thinking. Use a programme you are familiar with to illustrate your points.

**(25 Marks)**

**(Total 25 Marks)**

**Question 2**

You are the new Project Manager of a health programme to deliver improved service in rural Malawi. This is financed by the Malawi Government, WHO and a range of 5 donor agencies. The programme has slipped in delivering its first six-month review targets due to costs being underestimated and difficulty finding the necessary staff. Critically state how would you:

- 1) Go about keeping the funders up-to-date on the current position; and

**(10 Marks)**

- 2) Solve the problem of needing to speed up the project delivery in the next 6 months.

**(15 Marks)**

**(Total 25 Marks)**

**Question 3**

Project leadership and teamwork are critical to achieving quality outcomes in project management.

Explore why this is the case and how to achieve both from the perspective of a Project Director who is recruiting for a new infrastructure project to improve water supply in Malawi.

**(25 Marks)**

**(Total 25 Marks)**

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#### Question 4

You have appointed as Project Director for Milestone Agriculture Limited, a Company that is operationalizing a 3,000 Hectare Megafarm in Mchinji District in Malawi.

Develop a Quality Assurance Plan for the project, taking into consideration the following steps:

- Step 1: Set the Goal and SMART objectives - Determine Quality Standards for your product and customer's needs.
- Step 2: Allocate Roles and Tasks for activities and tasks
- Step 3: Execute the Quality Assurance Plan.
- Step 4: Consistent to Examine Results.
- Step 5: Coping with New Requirements and Changes.
- Step 6: Build Team Engagement.

**(25 Marks)**

**(Total 25 Marks)**

#### Question 5

Detail the 5 enablers in the EFQM Excellence Model and the role they serve in achieving quality project outcomes.

Apply these to a health or employment initiative to illustrate your thinking.

**(25 Marks)**

**(Total 25 Marks)**

#### Question 6

You are the new Project Manager for an agricultural processing company that is targeting both domestic and export markets for its wide range of nutritious and health products made from Soya beans and groundnuts. You have been asked to conduct an assessment of its customers. How would you go about doing this taking into account:

- External customers
- Internal customers
- Hidden (regulators, critics, professional associations)
- Using an L-shaped matrix, prioritize your customer list

**(25 Marks)**

**(Total 25 Marks)**

**END OF QUESTIONS**