



TECHNICAL UNIVERSITY OF MOMBASA
Faculty of Business and Social Studies

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR DEGREE IN
BACHELOR OF COMMERCE

BMG 4401: PROJECT MANAGEMENT

END OF SEMESTER EXAMINATIONS

SERIES: APRIL 2015

TIME: 2 HOURS

INSTRUCTIONS:

- Answer Question **ONE (Compulsory)** and any other **TWO** questions.
- Do not write on the question paper

This paper consists of Three printed pages

QUESTION 1 (Compulsory)

- a) Explain the terms project sponsor and project proposal. **(4 marks)**
- b) Describe some of the factors that contribute to conflicts within a project team. **(5 marks)**
- c) Explain the “input-output relationship” in a project life cycle. **(5 marks)**
- d) List and explain **THREE** reasons why organizations outsource. **(4 marks)**
- e) State the importance of good communication in project management. **(5 marks)**
- f) Explain a project management plan and give examples of some of its contents. **(7 marks)**

QUESTION 2

- a) You have been thinking of quitting your job so as to pursue a project business idea that will lead to yourself employment. Describe the steps you would follow until you realize the project output of this idea. **(12 marks)**
- b) Work Breakdown Structures (WBS) subdivides the scope of work into manageable work packages. Discuss and explain its advantages. **(8 marks)**

QUESTION 3

- a) Briefly explain the difference between a matrix and project organization structure and advantages of using a matrix organizational structure. **(12 marks)**
- b) Technical University has recently installed a new information technology project. Discuss the common sources of risks and suggestions of managing them. **(8 marks)**

QUESTION 4

- a) i) Briefly explain your understanding of “successful” project. **(5 marks)**
ii) Explain the difference between quality control and quality assurance. **(5 marks)**
- b) You are a Senior Manager responsible for selecting a Project Manager for a business income generating project. Describe the principal skills and qualities you would expect the Project Manager to possess. **(10 marks)**

QUESTION 5

- a) “When taking action to bring a project back on course, the Project Manager needs to consider trading off the performance parameters” explain this statement. **(6 marks)**
- b) Suppose a project comprises of seven activities A, B, C, D, E, F and G. A, B and C have no proceeding activities but activity D cannot start until both A and B are complete. Activity E requires A to be completed before it can start. Activity F starts when A and E are complete, G starts when C and E are complete. If the activities times are A – 9 days, B – 3 days, C – 9 days, D – 5 days, E – 4 days, F – 4 days, and G – 10 days. Draw a network and identify its crucial path. **(12 marks)**