



**TECHNICAL UNIVERSITY OF MOMBASA**  
***Faculty of Business and Social Studies***

DEPARTMENT OF BUSINESS STUDIES

UNIVERSITY EXAMINATIONS FOR DEGREE IN  
BACHELOR OF BUSINESS ADMINISTRATION  
BACHELOR OF COMMERCE

**BMG 4401: PROJECT MANAGEMENT**

SPECIAL/SUPPLEMENTARY EXAMINATIONS

**SERIES: FEBRUARY 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 Two printed pages***

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**QUESTION 1 (Compulsory)**

- a) Briefly explain the purpose of a business case and who writes and owns it. **(6 marks)**
- b) Explain **FIVE** principles of Project Management. **(5 marks)**
- c) Explain using examples how a Project Manager can motivate staff. **(7 marks)**
- d) Explain the advantages of working as a team for a project to achieve its objectives. **(8 marks)**
- e) The primary challenge of Project Management is to achieve all the goals and objectives while adhering to the classic project constraints”. Highlight these constraints and their importance. **(5 marks)**

## QUESTION 2

- a) i) Explain what is meant by stakeholder management. **(4 marks)**  
ii) Describe how the Project Manager ensures stakeholder cooperation. **(5 marks)**
- b) Construct a **FOUR** week, **FIVE** event gphant chart for an agribusiness project of your choice and explain its relevance in a project. **(10 marks)**

## QUESTION 3

- a) “A well concerned idea is most likely to succeed” using practical examples, explain the sources of project ideas frequently used in project management. **(10 marks)**
- b) Explain the challenges that might occur in the relationship between the Project Manager and individual team members. **(5 marks)**
- c) Briefly explain at what point “lessons learnt” should be documented in projects. **(5 marks)**

## QUESTION 4

- a) Describe the main project organization structures and give their advantages and disadvantages. **(15 marks)**
- b) Explain the good qualities of a leader especially in a project environment. **(5 marks)**

## QUESTION 5

- a) Draw a work breakdown structure for the manufacture of a bicycle. **(7 marks)**
- b) Explain the benefits of using a work breakdown structure. **(7 marks)**
- c) State **THREE** other breakdown structures which you are familiar with. **(6 marks)**