**TECHNICAL UNIVERSITY OF MOMBASA**

School of Business

Department of Business Administration

**UNIVERSITY EXAMINATION FOR:**

BACHELOR OF BUSINESS ADMINISTRATION/ BACHELOR OF COMMERCE/BACHELOR OF BUSINESS MANAGEMENT

BMG 4401: PROJECT MANAGEMENT

SPECIAL/SUPPLEMENTARY EXAMINATION

**SERIES: JULY** 2025

**TIME:**2HOURS

**DATE:**Pick DateJul2025

**Instructions to Candidates**

You should have the following for this examination

*-Answer Booklet, examination pass and student ID*

This paper consists of Choose No questions. AttemptChoose instruction.

**Do not write on the question paper.**

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**Question ONE**

a) i)A Tum BBA Graduate want to start a project whose initial costs is kshs250,000 and expected to generate year end cash inflows of kshs90,000, 80,000, 70,000, 60,000 and kshs50,000 in years 1 to 5. The opportunity cost of capital is 10%. Advice if he should start the project or not? Give your reasons. (6 marks)

ii) How long will the same project above take to recover initial cost using payback period method. (5 marks)

iii) State four importance of project Selection (4 marks)

b) All projects have similar key characteristics regardless their nature and magnitude. Explain using suitable examples any five of the characteristics. (5 marks)

c) Majority of community based organizations wind up after a few years of inception and operations. State any five reasons that leads to this mass failures. (5marks)

d) Explain how Earned Value Management (EVM), can be used to monitor project performance. (5 marks)

**Question TWO**

a) Discuss five key differences between a project and an ongoing operation. (10 marks)
b) Describe five essential skills that a Project Manager requires for effective project management. (10 marks)

**Question THREE**

a) Project cohesiveness is the degree to which group members are attracted to each other and are motivated to remain in the same project group. Explain five factors that increases group cohesiveness in a project group. (5 marks)

b) Briefly discuss five factors that can prove a project has been implemented successfully.

(5marks)

c) State and explain remedies of five risks that may affect project implementation. (10 marks)

**Question FOUR**

a) Explain five objectives of project control. (5 marks)

b) Communication is a very important tool in any project management. List any five importance of communication in project management. (5 marks)
c) State any five key stakeholders in a project and explain how they are involved in the success of the project (10 marks)

**Question FIVE**

a) Highlight five key considerations for a project structure. (5 marks)

b) Explain using suitable examples administrative issues being considered when winding up a project. (5marks)

c) A company launched a software development project but failed to complete it due to budget overruns, missed deadlines, and unclear project goals. As a project manager, analyze five possible reasons for the failure and propose strategies that could have prevented it. (10 marks)