



TECHNICAL UNIVERSITY OF MOMBASA

School of Business
Department of Business Administration
UNIVERSITY EXAMINATION FOR:
BACHELOR OF BUSINESS IN INFORMATION TECHNOLOGY
BMG 4401: PROJECT MANAGEMENT
END OF SEMESTER EXAMINATION
SERIES: APRIL 2025
TIME: 2 HOURS
DATE: 7 May 2025

Instructions to Candidates

You should have the following for this examination

-Answer Booklet, examination pass and student ID

This paper consists of **FIVE** questions. Attempt question ONE (Compulsory) and any other TWO questions.

Do not write on the question paper.

Question ONE

Zenith Constructions Ltd. was awarded a contract to build a multi-story office complex within 24 months for \$20 million. However, six months into the project, it faced serious delays, cost overruns, and quality issues. Investigations revealed that the project had poor risk management, unclear scope, resource shortages, and ineffective stakeholder communication. The client threatened to terminate the contract due to unmet deliverables.

As a Project Management Expert, answer the following:

- a) Identify five key reasons why the project is failing. (10 marks)
- b) Propose five corrective actions that can be taken to bring the project back on track. (10 marks)
- c) Discuss the importance of stakeholder management in ensuring project success. (10 marks)

Question TWO

- a) Explain five essential components of a project communication plan and their significance in ensuring smooth project execution. (10 marks)
- b) Describe five risk identification techniques used in project management. (10 marks)

Question THREE

ABC Ltd. is managing a **construction project** with five critical activities as shown below. The project manager needs to schedule resources efficiently to minimize costs and ensure on-time completion.

Activity	Duration (Days)	Resources Required (Workers)
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A	6	4
B	4	3
C	5	5
D	7	6
E	3	2

- a) Calculate the total resource requirements for each activity over the project timeline. (5 marks)
- b) Determine the total number of workers needed to complete the project efficiently without exceeding available workforce limits. (5 marks)
- c) Explain five key principles of project quality management. (10 marks)

Question FOUR

- a) Explain the importance of project monitoring and evaluation in ensuring project success. (10 marks)
- b) Discuss five key performance indicators (KPIs) that can be used to track project progress. (10 marks)

Question FIVE

- a) Discuss five project selection techniques used by organizations to evaluate and choose the best projects. (10 marks)
- b) Explain five strategies for effective project team management and their impact on project success. (10 marks)