



FACULTY/COLLEGE	College of Business and Economics
SCHOOL	Johannesburg Business School
DEPARTMENT	Department of Business Management
CAMPUS(ES)	APB
MODULE NAME	Project Integration Management
MODULE CODE	AC1PIMT
SEMESTER	First
ASSESSMENT OPPORTUNITY, MONTH AND YEAR	Final Summative Assessment Opportunity November 2019

ASSESSMENT DATE	15 TH NOV 2019	SESSION	08:30 – 10:30
ASSESSOR(S)	Prof Kennedy Njenga		
MODERATOR(S)	Dr Patrick Ndayizigamiye		
DURATION	2 hours (120 min)	TOTAL MARKS	50

NUMBER OF PAGES OF QUESTION PAPER (Including cover page)	3
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INFORMATION/INSTRUCTIONS:

- This is a closed-book assessment.
 - Please answer all questions in Section A and Section B.
 - Read the questions carefully and answer only what is required.
 - Number your answers clearly and correctly as per the question paper.
 - Write neatly and legibly on both sides of the paper in the answer book, starting on the first page.
 - The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.
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CASE STUDY

Security Technology Firm Relocates U.S. Headquarters on Schedule and \$3M under Budget

The project included closure of the former headquarters, management of the relocations, retentions, and rehiring of key personnel.

Company

The client is a global leader in the provision of threat detection and screening technologies for military, transportation, Homeland Security, and resilience applications.

Challenge

The company needed to consolidate operations and relocate their U.S. headquarters. This involved closing the existing headquarters, retaining or relocating key employees through the move, relocation of numerous operations including customer services, accounting and finance, and research and development laboratories. The objective was to save operating costs and create improved opportunities for customer service and scientific collaboration. PM Solutions was brought in after the project had been initiated; the company had already announced the closures and moves to employees, customers, and public. Cost and savings expectations had been announced to the company board. Additional challenges included:

- Specific state laws regarding human resources notifications
- HQ was moving to one facility, while many services were moving to another
- No down time in customer services was permitted
- Relocation and removal of Hazardous Materials
- A major SAP change was required to accommodate changes in accounting and operations.

Solution

Working with the client, key personnel, and various stakeholders, a collaborative team was established to rapidly assess the issues, challenges, and legal requirements to expedite execution of the move. PM Solutions' Senior Project Manager worked with a team of a client-provided Project Manager and Project Finance Manager to reduce risk by creating and managing a program of key employee retentions and relocations, as well as managing the critical path of legal notifications and tasks. Progress was accelerated by defining the requirements for all departments and provide all necessary facilities in the new locations.

Results

The relocation project was completed on schedule and \$3 million under budget. The project also coordinated with other essential programs at all sites to accommodate moves, customer services, training, and manufacturing.

"A major relocation like this requires precise execution — with no room for error. We trusted PM Solutions to orchestrate all the moving parts, and they delivered. Our investment decision to bring in outside expertise paid for itself many times over considering what we saved in expected costs." - Director of Communications, Client

SECTION A [CASE STUDY]

[20 MARKS]

Question 1

Provide a name of one software that the above project could have used to assist in project integration management. Explain in detail how this software could have assisted.

(10)

Question 2

Name at least FIVE sections of the Project Management Plan (PMP) that the above project could possibly have applied.

(10)

SECTION B [GENERAL QUESTIONS]

[30 MARKS]

Question 3

What is '**Deliverables Identification**' and why is it important to project managers?

(10)

Question 4

What two names refer to the process that aims to integrate management of different multidisciplinary teams (MT's)? Give a suitable example.

(10)

Question 5

Project closure level one defines, that final product is delivered informally, with or without customer acceptance. Why is this problematic? What are the other problematic issues at this level?

(10)