COLLEGE OF BUSINESS AND ECONOMICS
FINAL EXAMINATION

DEPARTMENT OF BUSINESS MANAGEMENT

MODULE	:	**PROJECT CHANGE MANAGEMENT**
CODE	:	**AC1PCMT**
DATE	:	**22 OCTOBER 2020**
DURATION	:	**3 HOURS**
TIME	:	**08H30**
TOTAL MARKS	:	**100**

EXAMINER(S)	:	**DR ELIZABETH MKOBA**
(EXTERNAL) MODERATOR(S):		**MR MANDLAKAYISE THABETHE**
NUMBER OF PAGES	:	**2 PAGES**

INSTRUCTIONS TO CANDIDATES:

- The question papers should be submitted after the completion of the exam.
- This is an OPEN book assessment.
- Read the questions carefully and answer only what is asked.
- There are no optional questions. Please complete all questions.
- Number your answers clearly
- Write neatly and legibly
- Structure your answers by using appropriate headings and sub-headings.
- The general University of Johannesburg policies, procedures and rules pertaining to written assessments apply to this assessment.

QUESTION 1

Please read the case study carefully and answer all the questions below the case study.

Case- Study: Project Change Management during Covid-19 Pandemic

COVID-19 has forced project practitioners to change their normal and traditional way of managing projects. Companies require new strategies to manage and implement projects successful. The need to properly plan is key, but can be challenging to do quickly and with the right rigour. Companies may not have the right skilled resources to deliver their current projects, or the current approaches may not be effective to achieve success or deliver value.

Some companies have decided to work from home using virtual team for managing projects. Practitioners are still asking: (a) how can virtual project management be applied successfully during and after COVID-19, what are challenges, opportunities and the impact of working from home; (b) how can technology be used effectively such as on-line tools e.g. video and teleconferences (Zoom, MS Teams etc), tracking and reporting tools, Wi-Fi connectivity, sharing and storage of documents and training portals.

Lastly, now is the time to change into a new way of life of a project management practitioner are you ready?

Questions:

1.1 Describe at least **FIVE** tasks in change control for changes in a project.
(5*4= 20 Marks)

1.2 Refer the above case study prepare a change action report (**should have 5 activities and two documents affected in each activity**) for a company working from home using virtual project management teams. **(20 Marks)**

1.3 ADKAR (A= awareness; D= desire, K= Knowledge, A= Ability, R = Reinforcement) model has been used in project change management. Referring the above case study discuss how you can apply ADKAR model in managing virtual project management. **(5*6 = 30 Marks)**

QUESTION 2

2.1 The "Evolution of change" illustrates the typical process of human's response to change. Illustrate, using a diagram, how changing is an evolution. **(10 Marks)**

2.2 Describe **FIVE** components that are likely to change in a project.

(5*2 = 10 Marks)

- ✓ Goals
- ✓ Work plan
- ✓ Priorities
- ✓ Budgets
- ✓ Schedule

2.3 Discuss Five steps involved in the processing of change. **(5*2 = 10 Marks)**

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