Occupational Certificate: Project Manager

SAQA ID 101869 | NQF Level 5 | 240 Credits

Knowledge Module 02 — Project Integration Management

NQF Level 5 | 4 Credits

SUMMATIVE ASSESSMENT

Open-book Knowledge Assessment — completed individually at the end of the Knowledge Module

Learner name: _____ **Date:** _____

Facilitator/Assessor: _____

Assessment Information

Time allowed: [to be confirmed by the facilitator]

Core total: 100 marks (Questions 1–6) **Pass mark:** 70% (70/100) — confirm against your provider's assessment strategy

Bonus: up to 20 additional marks (Case Study) — added to your raw score for Questions 1–6 and does not count against you

Instructions to the learner

- This is an OPEN-BOOK assessment — you may refer to your Knowledge Module Guide and your own notes, but it must be completed individually, without discussing answers with other learners.
- Answer ALL questions in Section 1–6 in the spaces provided; the number of marks is shown after each question and indicates how much detail is expected.
- Where a question asks for a specific number of items (e.g. "any three"), only that number will be marked — do not exceed it.
- The Bonus Case Study at the end is optional but strongly encouraged — because this is an open-book test, it is designed to check that you can apply what you've learned, not just find it in the Guide.
- Write clearly. Marks are awarded for accurate, relevant content, not length.

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Question 1 — KT 01 — Project Charter (10 marks)

1.1 List any FOUR of the eight key benefits of a project charter described in the Guide. **[4 marks]**

1.2 Name, in order, the four steps described in the Guide for creating a project charter. **[4 marks]**

1.3 True or False: The project charter is created by the Project Manager. **[2 marks]**

Question 2 — KT 02 — Project Management Plan (20 marks)

2.1 In your own words, define what a project management plan is. **[2 marks]**

2.2 Name, in order, the five steps of the Project Scope Management process. **[5 marks]**

2.3 Name the Six Principles of Project Management described in the Guide. **[6 marks]**

2.4 Name the four phases of the standard project life cycle. **[4 marks]**

2.5 List any THREE of the subsidiary management plans that may be gathered together to form the Project Management Plan. **[3 marks]**

Question 3 — KT 03 — Direct and Manage Project Work (20 marks)

3.1 Define "Direct and Manage Project Work" and state its key benefit. **[3 marks]**

3.2 List any THREE benefits of directing and managing project work named in the Guide. **[3 marks]**

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3.3 Distinguish between work performance data, work performance information, and work performance reports. **[6 marks]**

3.4 Name any FOUR of the five common sources from which change requests typically originate. **[4 marks]**

3.5 Name the tool/technique specifically highlighted in the Guide for directing and managing project work, and state any TWO purposes for which it is undertaken. **[4 marks]**

Question 4 — KT 04 — Monitor and Control Project Work (20 marks)

4.1 Define "Monitor and Control Project Work" and state its key benefit. **[4 marks]**

4.2 Name the THREE outputs of Monitor and Control Project Work listed in the Guide. **[3 marks]**

4.3 Distinguish between preventive action and defect repair. **[4 marks]**

4.4 List any FIVE of the seven inputs to the process of monitoring and controlling project work. **[5 marks]**

4.5 Name the FOUR tools and techniques for monitoring and controlling project work. **[4 marks]**

Question 5 — KT 05 — Integrated Change Control (20 marks)

5.1 Explain the key focus of Perform Integrated Change Control. **[2 marks]**

5.2 Name the TWO pre-requisites needed to properly measure the impact of a change. **[2 marks]**

5.3 What is a Change Control Board (CCB)? Name any THREE stakeholder groups the Guide says it may include. **[4 marks]**

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5.4 List any FOUR steps in the Guide's process for making changes, in the order they occur. **[4 marks]**

5.5 Name any THREE outputs of the Perform Integrated Change Control process. **[3 marks]**

5.6 True or False, with justification: Project managers should encourage as many change requests as possible during a project, since more changes mean a more responsive project. **[3 marks]**

5.7 Name any TWO of the tools and techniques for integrated change control listed in the Guide. **[2 marks]**

Question 6 — KT 06 — Project Close Out (10 marks)

6.1 List any FOUR of the six-step project closeout procedure described in the Guide. **[4 marks]**

6.2 According to Crawford (as cited in the Guide), what proportion of the total project effort should project closing take, as a general rule? **[1 mark]**

6.3 List any THREE of the inputs to the Close Project or Phase process. **[3 marks]**

6.4 List any TWO outputs of project close out named in the Guide. **[2 marks]**

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★ Bonus Question — Case Study

20 bonus marks (added to your raw score for Questions 1–6; not required to pass)

Case Study: The GreenSpring Water Purification Project

AquaCare Solutions, an engineering firm, has been contracted by a rural district municipality to install a community water purification plant. The events below happened, in order, over the life of the project.

The events, in order:

- The municipality's Director signed a document formally authorising AquaCare's project manager, Naledi, to begin the project and obtain the resources needed — the document sets out the business need, the initial stakeholders, and the high-level scope and constraints.
- Naledi's team then spent two weeks pulling together the WBS, the schedule and cost baselines, the risk register, the quality plan and the communications plan into a single consolidated planning document.
- Once approved, the team began installing the pipe fittings and purification units, and Naledi held weekly site meetings to make team decisions, review progress and resolve day-to-day problems.
- Halfway through construction, Naledi's weekly tracking showed the raw figures — percentage complete, actual costs incurred to date, and actual start/finish dates for recent activities — running behind the schedule baseline and over the cost baseline.
- A community liaison committee formally submitted a one-page document stating that solar panels should be added to power the pump station, without specifying how this should be done. The document was passed to AquaCare's change review body for a decision.
- The change review body — made up of the project sponsor, the municipality's engineer, and Naledi — considered the request against the approved project plan and the full scope of the pump station works before making a decision.
- Once construction and testing were complete, Naledi confirmed the work matched the accepted scope, held a review meeting to capture what had gone well and what had not, formally reassigned her site team to other projects, and archived the project's documentation.

Use the scenario above, together with what you have learned in this Knowledge Module, to answer the following:

B1 Match FOUR of the numbered events in the scenario to the correct Project Integration Management process (e.g. Develop Project Charter, Develop Project Management Plan, Direct and Manage Project Work, Monitor and Control Project Work, Perform Integrated Change Control, Close Project or Phase). Name the process and briefly quote or describe the matching event. **[6 marks]**

B2 The community liaison committee's one-page document "states what needs to be accomplished but leaves out how it should be carried out." What project management term describes this document, and what body should review it before it is actioned? **[3 marks]**

B3 Explain why it was correct for AquaCare's change review body to consider the solar-panel request against "the approved project plan and the full scope of the pump station works" rather than deciding on the request alone. **[4 marks]**

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B4 The halfway tracking figures (percent complete, actual costs, actual start/finish dates) are raw and not yet analysed. Name this term, and name what it becomes once it has been analysed and compiled into a report for decision-making. **[3 marks]**

B5 List TWO project close-out activities Naledi carried out in the final event of the scenario, and briefly explain the purpose of ONE of them. **[4 marks]**

Core total: 100 marks | Bonus: up to 20 marks | Maximum possible: 120 marks

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