Occupational Certificate: Project Manager

SAQA ID 101869 | NQF Level 5 | 240 Credits

Knowledge Module 07 — Project Human Resource Management

NQF Level 5 | 8 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 1–4) **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 1–4 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 1–4 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 — Plan HR Management (25 marks)

1.1 Name, in order, the four steps of the strategic human resource planning process described in the Guide. **[4 marks]**

1.2 Within forecasting HR requirements, distinguish between demand forecasting and supply forecasting. **[4 marks]**

1.3 List any THREE of the elements the Guide says the recruitment-to-retention "talent development process" should cover. **[3 marks]**

1.4 Name any THREE benefits of HR planning described under "Recruiting" and "Career Development" in the Guide. **[3 marks]**

1.5 According to the Guide, what does the human resource management plan describe, and name the THREE components that make up its structure. **[4 marks]**

1.6 Name any THREE items that the staffing management plan includes, according to the Guide. **[3 marks]**

1.7 True or False, with justification: A Resource Breakdown Structure (RBS) is the same thing as an Organizational Breakdown Structure (OBS) and both show only human resources. **[3 marks]**

1.8 Name any ONE Human Resource Management Planning tool/technique listed in the Guide, other than organisational charts and position descriptions. **[1 mark]**

Question 2 — KT 02 — Acquire a Project Team (25 marks)

2.1 Define "Acquire Project Team" as given in the Guide. **[2 marks]**

2.2 Distinguish between pre-assignment and negotiation as tools and techniques for acquiring a project team. **[4 marks]**

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2.3 List any FIVE of the eight common criteria named in the Guide for Multicriteria Decision Analysis when choosing between potential team members. **[5 marks]**

2.4 Name any FOUR benefits of using virtual team members given in the Guide, and state ONE communication risk of using them. **[5 marks]**

2.5 What is the "halo effect", and in what context does the Guide warn a project manager to be aware of it? **[3 marks]**

2.6 List any FOUR of the items to be evaluated (as Enterprise Environmental Factors) when selecting team members, as given in the Guide. **[4 marks]**

2.7 True or False, with justification: Under the PMI Code of Ethics and Professional Conduct referenced in the Guide, a project manager may decline to select a candidate on the basis of their nationality if the project is highly sensitive. **[2 marks]**

Question 3 — KT 03 — Develop a Project Team (25 marks)

3.1 Name the four elements of the STAR team model described in the Guide, and briefly state what each stands for. **[8 marks]**

3.2 List any FIVE of the seven tools and techniques the Guide names for developing a project team. **[5 marks]**

3.3 Name Maslow's five categories of human needs, in the order given in the Guide. **[5 marks]**

3.4 Distinguish between Theory X and Theory Y team members, as described in the Guide. **[4 marks]**

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3.5 According to Herzberg's theory of motivation as described in the Guide, distinguish between "hygiene factors" and "motivation factors", giving an example of each. **[3 marks]**

Question 4 — KT 04 — Manage a Project Team (25 marks)

4.1 Name the five conflict management techniques listed in the Guide's KT0405 tools-and-techniques table. **[5 marks]**

4.2 Using the narrative description in the Guide, explain the Avoiding ("avoidance") conflict management strategy and give the example the Guide uses of when it can serve as a profitable strategy. **[3 marks]**

4.3 List, in order, the four key phases of the project management process described under KT0405. **[4 marks]**

4.4 Name the two types of "experts" the Guide distinguishes as tools for managing a project team through observation and conversation, and explain the difference between them. **[4 marks]**

4.5 What is an issue log used for, and list any FOUR of the common fields it contains, according to the Guide. **[5 marks]**

4.6 True or False, with justification: A staffing change identified while managing a project team can simply be actioned by the project manager directly, without going through any formal process. **[4 marks]**

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★ Bonus Question — Case Study

20 bonus marks (added to your raw score for Questions 1–4; not required to pass)

Case Study: The Kholwa Logistics Hub Project

Sipho has just been appointed project manager for a new regional distribution hub being built for Kholwa Logistics. He is working with the HR department to put together his project's human resource management plan before staffing begins.

The following things happen, in the order given:

- Sipho reviews the skills of employees already in the organisation, using a mix of self-evaluation questionnaires and past performance reviews, and compares this against the number and calibre of people the project will need over the next 18 months.
- For the site foreman role, Sipho has no choice — the position was already promised to a named individual, Nomvula, in the client's signed contract, so he simply has to plan around her.
- For the two crane operators the project needs, Sipho meets with the resource manager of the equipment division, explains why the project specifically needs operators experienced with tower cranes (not just any crane), and secures their release for the project.
- Halfway through the project, the site safety officer, an outspoken and experienced member of the team, begins openly clashing with the site foreman over how incidents should be reported. Rather than raise it, the safety officer starts quietly avoiding the foreman and stops attending joint toolbox talks, hoping the tension will fade on its own.
- Sipho notices morale has dropped in the electrical crew. Talking informally with the electricians on-site (rather than only reading their weekly progress reports), he learns they feel their contribution is never acknowledged, even though their actual output has been excellent.
- A dispute then arises between two subcontractor supervisors over responsibility for a delayed concrete pour. Sipho records the disagreement, who is responsible for resolving it, its urgency, and a target date for resolution, in a project document he keeps specifically for this purpose.
- Because of the delay, Sipho concludes the project now needs an additional scaffolding team for three weeks that was not in the original resourcing plan.

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

B1 Sipho's review of existing employees' skills against the project's future needs (event 1) combines two of the four steps of strategic HR planning. Name the TWO steps being combined, and briefly explain the role of each in this event. **[4 marks]**

B2 For each of Nomvula (foreman) and the crane operators, name the acquisition tool/technique used, and briefly justify your choice with reference to the scenario. **[4 marks]**

B3 Which of the five conflict management techniques is the safety officer using in response to the clash with the foreman? Name it (using either label set from the Guide) and explain why it fits. **[4 marks]**

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B4 Sipho's conversation with the electricians (event 5) is an example of a specific tool/technique for managing a project team. Name it, and explain why it revealed something a weekly progress report would not have. **[4 marks]**

B5 (a) Name the project document Sipho is using to record the subcontractor dispute in event 7, and name TWO of the fields it should contain that are mentioned in the scenario. (b) Sipho's conclusion in event 8 that an additional scaffolding team is needed for three weeks should be processed as what kind of project management document, and through which process? **[4 marks]**

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

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