Occupational Certificate: Project Manager

SAQA ID 101869 | NQF Level 5 | 240 Credits

Knowledge Module 08 — Project Communications 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 1–3) **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 1–3 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 1–3 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 Communications Management (33 marks)

1.1 In your own words, define "communications management" as described in the Guide. **[3 marks]**

1.2 Name the FOUR types of communication described in the Guide, and state when each is used. **[4 marks]**

1.3 State the formula the Guide gives for calculating the number of communication channels among project stakeholders, then use it to calculate the number of channels for a project with 10 stakeholders (as worked in the Guide). **[4 marks]**

1.4 Name, in order, the SIX elements of the communication model described in the Guide. **[6 marks]**

1.5 List any FOUR of the six factors the Guide says affect the choice of communication technology. **[4 marks]**

1.6 Name any FOUR of the five reasons the Guide gives that justify the importance of communication in project management. **[4 marks]**

1.7 List the FOUR inputs to the Plan Communications Management process shown in the Guide's Inputs / Tools & Techniques / Outputs table. **[4 marks]**

1.8 True or False, with justification: Most of what is communicated between people is verbal. **[2 marks]**

1.9 Name the FOUR tools and techniques of the Plan Communications Management process listed in the Guide. **[2 marks]**

Question 2 — KT 02 — Manage Communications (34 marks)

2.1 Define "Manage Communications" as described in the Guide. **[4 marks]**

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2.2 List the FOUR inputs to the Manage Communications process named in the Guide. **[4 marks]**

2.3 Name the FOUR reasons the Guide gives for why a communication plan is important for project managers. **[4 marks]**

2.4 Name the THREE standard models of the communication process described in the Guide, and identify which one has no means for immediate feedback. **[4 marks]**

2.5 Distinguish between the Interactive Communication Model and the Transactional Communication Model. **[4 marks]**

2.6 List any FOUR of the "Five Communication Techniques for Project Managers" named in the Guide. **[4 marks]**

2.7 Explain what the green / yellow / red indicators described in the Guide represent when reporting on a project, and what a project manager should do about a project reported as red. **[3 marks]**

2.8 Name any THREE of the four common types of project reports listed in the Guide, and briefly state the purpose of ONE of them. **[4 marks]**

2.9 Name any THREE of the outputs of the Manage Communications process listed in the Guide's table. **[3 marks]**

Question 3 — KT 03 — Control Communications (33 marks)

3.1 Define a "Communication Controller" as described in the Guide. **[3 marks]**

3.2 List any THREE of the six reasons the Guide gives for using a communication controller. **[3 marks]**

3.3 Name the FOUR basic functions of management that effective communication supports, according to the Guide. **[4 marks]**

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3.4 List any FOUR of the six items of Work Performance Data the Guide names as an input to the Control Communications process. **[4 marks]**

3.5 Name the THREE tools and techniques of the Control Communications process listed in the Guide. **[3 marks]**

3.6 Distinguish between Work Performance Information and Work Performance Measurements, as the Guide describes them. **[4 marks]**

3.7 List any THREE of the outputs of the Control Communications process shown in the Guide's table. **[3 marks]**

3.8 Define an "Issue Log" and state its purpose, as described in the Guide. **[3 marks]**

3.9 List any THREE of the five ways the Guide says communication is important within an organisation. **[3 marks]**

3.10 True or False, with justification: Expert judgement used in the Control Communications process can only come from paid external consultants. **[3 marks]**

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★ Bonus Question — Case Study

20 bonus marks (added to your raw score for Questions 1–3; not required to pass)

Case Study: The Ekulindeni Solar Microgrid Project

SunReach Energy, a renewable-energy contractor, has been engaged by the Ekulindeni Community Development Trust to design and install a small solar microgrid serving a rural clinic, a primary school, and forty households. Karabo is the project manager. The events below happened, in order, over the life of the project.

The events, in order:

- Karabo identified everyone who would be affected by or could affect the project: the Trust's chairperson, the clinic manager, the school principal, the ward councillor, a community liaison officer, the municipal electrical inspector, SunReach's site foreman, the equipment supplier, and the households' representative — nine stakeholders in total.
- Every Friday afternoon, Karabo's office emails a one-page written status report to the Trust chairperson and the ward councillor. The recipients are not expected to reply; the report simply keeps them informed of progress against the schedule.
- Karabo also set up a notice board outside the clinic where anyone from the community can walk up at any time and read the latest construction update — nobody has to be sent anything, and nothing requires an immediate response.
- Every Wednesday morning, Karabo holds a site coordination meeting with the foreman, the inspector and the supplier, where problems are raised and resolved on the spot and everyone leaves with an agreed answer.
- During one Wednesday meeting, the foreman told the supplier (by phone, using the technical term "three-phase inverter") that the delivery needed to be a three-phase unit. The supplier, who was not familiar with the term and did not ask for clarification, decoded the message as a request for three single-phase inverters and delivered the wrong equipment — costing the project four days while a correct unit was sourced.
- At the project's four-week mark, Karabo's team recorded the raw figures for the site: 62% of installation work complete, R418,000 spent against a R500,000 budget, and 3 outstanding defect repairs — before these figures were compared against the approved schedule and cost baselines to see how far the project had drifted.
- Based on that comparison, the project was seven working days behind schedule and 9% over the cost baseline for work completed to date, with two more unresolved delivery issues still open on the issue log.

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

B1 Using the Guide's formula, calculate the number of communication channels among the nine stakeholders Karabo identified. Show your working. **[4 marks]**

B2 Identify which communication method — Interactive, Push, or Pull — is illustrated by EACH of the Friday status email, the clinic notice board, and the Wednesday site meeting, and briefly justify ONE of your answers. **[4 marks]**

B3 Using the communication model terms from the Guide, explain what went wrong in the phone call between the foreman and the supplier: name the sender, the message, the medium, and the source of the breakdown ("noise"). **[5 marks]**

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B4 The four-week figures (62% complete, R418,000 spent, 3 outstanding defect repairs) were raw counts. Name the term for this raw data, and name what it becomes once it is compared against the schedule and cost baselines. **[4 marks]**

B5 Given that the project is seven working days behind schedule, 9% over the cost baseline, and has two unresolved issues open on the issue log, what colour status (per the Guide's green/yellow/red convention) should Karabo report the project as, and what should Karabo do as a result? **[3 marks]**

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

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