Occupational Certificate: Project Manager

SAQA ID 101869 | NQF Level 5 | 240 Credits

Knowledge Module 10 — Project Procurement 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 Procurement Management (25 marks)

1.1 Name, in order, the FOUR sequential procurement management processes listed in the Guide. **[4 marks]**

1.2 Define the Plan Procurement Management process, and state its key benefit, according to the Guide. **[4 marks]**

1.3 True or False: According to the Guide, it is the project manager's responsibility to make the final make-or-buy decision. **[3 marks]**

1.4 List the THREE circumstances under which the Guide says an organisation should choose to "make" (produce in-house) rather than buy. **[3 marks]**

1.5 Name any SIX of the components the Guide lists as commonly forming part of a procurement management plan. **[6 marks]**

1.6 Explain the difference between a procurement document called a "bid/tender/quotation" and one called a "proposal," and name any TWO of the common terms the Guide gives for procurement documents. **[5 marks]**

Question 2 — KT 02 — Conduct Procurement (25 marks)

2.1 List, in order, the SIX stages of the purchasing process described in the Guide. **[6 marks]**

2.2 List any FOUR of the benefits of electronically generating and transmitting purchasing documents ("e-procurement") named in the Guide. **[4 marks]**

2.3 Name the THREE core elements of a formal procurement function described in the Guide, and briefly describe ONE of them. **[5 marks]**

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2.4 Define "seller proposals" and "source selection criteria" as inputs to Conduct Procurements, according to the Guide. **[4 marks]**

2.5 Distinguish between "Sole Source" and "Single Source" market conditions, as defined in the Guide. **[4 marks]**

2.6 What is a bidder conference, and what is it used for, per the Guide? **[2 marks]**

Question 3 — KT 03 — Control Procurement (25 marks)

3.1 Define "Control Procurements" and state its benefit, according to the Guide. **[3 marks]**

3.2 Name all SEVEN of the Control Procurements tools and techniques listed in the Guide. **[7 marks]**

3.3 Define a "Claim" per the Guide, and name the TWO primary means of Alternative Dispute Resolution (ADR). **[4 marks]**

3.4 Distinguish between Mediation and Arbitration as described in the Guide. **[4 marks]**

3.5 Define Force Majeure and Liquidated Damages, according to the Guide. **[4 marks]**

3.6 True or False: A "payment system" and a "records management system," as used in Control Procurements, are the same thing. Justify your answer. **[3 marks]**

Question 4 — KT 04 — Close Procurement (25 marks)

4.1 What does the Close Procurement process involve, according to the Guide? What must be verified before a procurement can be considered closed? **[4 marks]**

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4.2 Per the Guide's Close Procurements process table, name: (a) the TWO inputs; (b) the THREE tools and techniques; (c) the TWO outputs. **[7 marks]**

4.3 Define a "procurement audit" and state its purpose, per the Guide. **[3 marks]**

4.4 When a procurement audit reviews how a contract was administered, list any FOUR of the questions the Guide says it should ask. **[4 marks]**

4.5 True or False: Once a project has been closed, any unresolved claim automatically lapses and cannot be pursued further. Justify your answer using the Guide. **[3 marks]**

4.6 According to the Guide's dispute resolution guidance, what is the FIRST step contracted parties should take when they have a disagreement, and what should they do if that fails? **[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 Riverbend Bridge Expansion-Joint Contract

Riverbend Municipality is rehabilitating an aging road bridge. The municipality's engineering department has never installed the specialised elastomeric expansion joints the bridge design calls for, and the equipment needed to fabricate them is proprietary to a small number of specialist manufacturers. The project manager, Bongani, must decide how to proceed.

The events, in order:

- Bongani's team compared the cost, schedule and quality risk of building the expansion joints in-house against buying them from an outside manufacturer, and documented the recommendation for the project sponsor's sign-off. Because the joints require proprietary fabrication know-how the municipality does not itself have, the sponsor approved procuring the joints externally rather than manufacturing them in-house.
- Bongani's team packaged the technical specification, the required delivery schedule and the reporting requirements into a document sent to three prequalified specialist manufacturers, asking each to propose a technical approach and a price — since more than price alone would be weighed in the decision.
- After a bidder conference at which all three manufacturers were given the same answers to their technical questions, the manufacturers submitted their responses. The evaluation team scored them against the published cost, technical-capability and past-performance criteria before selecting DeltaJoint (Pty) Ltd and awarding the contract.
- Two months into fabrication, an unusually severe and unseasonal flash flood closed DeltaJoint's factory access road for eleven days. DeltaJoint formally wrote to Bongani asking for eleven additional days on the delivery date, citing the flood and attaching evidence that it was outside DeltaJoint's control.
- Separately, DeltaJoint wrote to Bongani asserting it was owed extra payment because Bongani's site engineer had verbally asked DeltaJoint to add a corrosion-resistant coating that was never included in the original specification or in any signed change order.
- At the midpoint of fabrication, Bongani's contracting officer travelled to DeltaJoint's factory together with the technical lead and the quality assurance lead. They reviewed DeltaJoint's progress reports, inspected the completed sub-assemblies, and toured the factory floor to confirm the work matched what had been reported.
- Once the joints were delivered, inspected and formally accepted, and DeltaJoint's final invoice was paid in full, Bongani's team reviewed the whole procurement — from the original make-or-buy analysis through to delivery — to record what had worked well and what should be improved next time, and filed the finalised contract records.

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

B1 Using the Guide's make-or-buy criteria, was procuring the expansion joints externally the correct decision? Justify your answer with reference to the criteria, and state whether the decision was approved by the correct person. **[4 marks]**

B2 What type of procurement document did Bongani's team most likely issue to the three manufacturers, and why? Name the technique used to give all three manufacturers consistent technical information before they submitted their responses. **[4 marks]**

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B3 Identify the correct contract term for EACH of the following two events, as defined in the Guide: (a) the flash flood that closed DeltaJoint's factory access road; (b) DeltaJoint's claim for extra payment for a coating requested verbally by Bongani's site engineer, without a signed change order. **[4 marks]**

B4 Name the TWO control-procurement techniques Bongani's team used at the mid-fabrication factory visit, and briefly describe what each contributed to the review. **[4 marks]**

B5 After delivery, inspection, acceptance and final payment, what TWO close-procurement activities did Bongani's team carry out in the final event of the scenario, and what must the Guide say has been verified before this procurement can be considered closed? **[4 marks]**

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

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