Occupational Certificate: Project Manager

SAQA ID 101869 | NQF Level 5 | 240 Credits

Knowledge Module 11 — Project Stakeholder 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 — Stakeholder Identification (25 marks)

1.1 Quote the PMBOK Guide (5th edition) definition of a "stakeholder" as given in the Guide. **[3 marks]**

1.2 True or False: In the fourth edition of the PMBOK Guide, "Identify Stakeholders" was a process within the Communications Management knowledge area, and it was only in the fifth edition that PMI created a separate "Project Stakeholder Management" knowledge area. Justify your answer. **[3 marks]**

1.3 List the FOUR inputs to the Identify Stakeholders process named in the Guide. **[4 marks]**

1.4 The Guide uses the acronym PESTLE as a starting point for considering enterprise environmental factors. Write out what each of the six letters stands for. **[6 marks]**

1.5 The Guide's running text states there are "two main tools that are used to help identify stakeholders." Name these TWO tools, and briefly describe the stakeholder map technique mentioned under the first of them. **[4 marks]**

1.6 Name the TWO outputs of the Identify Stakeholders process described in the Guide. **[2 marks]**

1.7 Distinguish between the stakeholder register and the stakeholder management strategy as described in the Guide. **[3 marks]**

Question 2 — KT 02 — Plan Stakeholder Management (25 marks)

2.1 In your own words, define "Plan Stakeholder Management" as described in the Guide. **[3 marks]**

2.2 Name, in order, the FIVE steps of the stakeholder analysis process described in the Guide. **[5 marks]**

2.3 Name any FOUR of the stakeholder classification models named in the Guide for stakeholder analysis. **[4 marks]**

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2.4 The Guide describes the Salience model as grouping stakeholders based on three characteristics. Name all THREE. **[3 marks]**

2.5 The Guide describes an analytical technique used in Plan Stakeholder Management to classify each stakeholder's CURRENT engagement level. Name and briefly describe all FIVE classification levels, in the order given in the Guide. **[5 marks]**

2.6 True or False: According to the Guide, analytical techniques are used to compare each stakeholder's CURRENT engagement level to their PLANNED engagement level required for successful project completion. **[2 marks]**

2.7 List any THREE benefits of stakeholder analysis named in the Guide. **[3 marks]**

Question 3 — KT 03 — Manage Stakeholder Engagements (25 marks)

3.1 Define "Manage Stakeholder Engagement" as described in the Guide, and state its key benefit. **[3 marks]**

3.2 True or False: Stakeholder influence is highest at the start of a project and continues to reduce as the project progresses. **[2 marks]**

3.3 The Guide describes a Power/Interest Grid with FOUR positions. Name each of the four positions and state the recommended action for each, as given in the Guide. **[8 marks]**

3.4 List the FOUR inputs to the Manage Stakeholder Engagement process named in the Guide. **[4 marks]**

3.5 List the FOUR outputs of the Manage Stakeholder Engagement process described as "common outputs" in the Guide. **[4 marks]**

3.6 List any FOUR of the ten key principles of stakeholder engagement named in the Guide. **[4 marks]**

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Question 4 — KT 04 — Control Stakeholder Engagements (25 marks)

4.1 Define "Control Stakeholder Engagement" as described in the Guide, and state its main benefit. **[3 marks]**

4.2 Besides the project management plan, list the THREE other inputs to the Control Stakeholder Engagement process named in the Guide. **[3 marks]**

4.3 List any FOUR of the eight subsidiary plans the Guide says the project management plan integrates. **[4 marks]**

4.4 Name the THREE tools and techniques of Control Stakeholder Engagement named in the Guide. **[3 marks]**

4.5 Explain what Work Performance Information is, and state ONE way the Guide says it can be used. **[4 marks]**

4.6 Explain the purpose of a Project Management Information System (PMIS) as described in the Guide. **[4 marks]**

4.7 List any FOUR of the five outputs of Control Stakeholder Engagement named in the Guide. **[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 Karoo Solar Farm Project

SunVolt Energy is building a large solar farm on the outskirts of a small Karoo town. Thabo is SunVolt's project manager. The events below happened, in order, over the life of the project.

The events, in order:

- At project kick-off, Thabo's team drew up a document listing every stakeholder they could identify — landowners, the local municipality, an environmental NGO, and SunVolt's own board — and, for each one, recorded their perceived interest and their sources of power, authority and influence over the project.
- During planning, Thabo mapped each stakeholder against their level of authority and their level of interest in the project. He noted that the municipality's planning department has high authority over building permits but only moderate day-to-day interest in the farm, while a nearby farmers' association has almost no formal authority over the project but a very high interest in it, because the farm borders their grazing land.
- An environmental NGO issued public statements opposing the farm. The NGO is clearly aware of the project and its likely impacts, but has repeatedly declined SunVolt's invitations to its community consultation meetings.
- Thabo kept stakeholders updated using weekly newsletters, one-on-one meetings with the municipality, and an online project portal, and he used active listening to defuse a dispute with a landowner over a fence line.
- Halfway through construction, a contractor dispute stopped work on site for three weeks. No one had been assigned to record it, and the farmers' association — who had not been contacted since the initial planning meeting — first learned of the delay from a local newspaper rather than from SunVolt.
- Once he found out, Thabo submitted a formal request to revise the stakeholder engagement approach to include monthly farmer briefings, and passed the request to SunVolt's change control process for a decision.

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

B1 Using the Power/Interest Grid described in the Guide, classify (a) the municipality's planning department and (b) the farmers' association into their correct position on the grid, and state the Guide's recommended action for EACH. **[4 marks]**

B2 Which of the Guide's FIVE stakeholder engagement level classifications best describes the environmental NGO's behaviour? Justify your answer using the Guide's own definition of that classification. **[3 marks]**

B3 Name the document, described in the Guide as an output of the Identify Stakeholders process, that Thabo's team produced in the first event of the scenario. State TWO categories of information the Guide says such a document should contain. **[4 marks]**

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B4 Event 5 (the contractor dispute) describes a stakeholder-management failure. (a) Name the input document, described in the Guide under Control Stakeholder Engagement, that should have been used to record and track the dispute. (b) Explain why leaving the farmers' association uninformed for weeks runs contrary to the Guide's stated main benefit of the Control Stakeholder Engagement process. **[5 marks]**

B5 What output of the Control Stakeholder Engagement process is produced in the final event of the scenario, and what should happen to it next according to the Guide? **[4 marks]**

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

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