



EXTERNAL INTEGRATED SUMMATIVE

EXEMPLAR P1

STUDENT NAME & SURNAME	
ID NUMBER	
EISA REGISTRATION NUMBER	
ASSESSMENT CENTRE	
ASSESSMENT CENTRE ACCREDITATION NUMBER	
QUALIFICATION	OCCUPATIONAL CERTIFICATE: PROJECT MANAGER
SAQA ID	101869
CREDITS	240
PAPER	1
DATE OF EISA	DD/MM/YYYY
DURATION	2 HOURS
TOTAL MARKS	190

GENERAL EISA RULES

1. Students are **only** allowed to use the supplied EISA booklets.
2. Students are **only** allowed to use a black pen for their answers.
3. Students to ensure that their name, surname and EISA registration number appears on the front of your EISA booklet.
4. This is an open book examination.
5. All EISA booklets must be handed back to the invigilator intact. No pages may be torn off from the EISA booklet. The removal of EISA booklets from the examination room is prohibited.
6. Students may make use of a calculator in this EISA.
7. Unless this is an online examination where access to a computer will be made available to you; the use of any communication devices, including smart watches, cell phones, tablets, i- Pads, head phones and laptops are prohibited.
8. All cell phones are to be switched off for the duration of the EISA.
9. The invigilator will not assist you with the explanation of questions related to the EISA.
10. Students are prohibited from conversing in any manner with other students.
11. Students may not leave the examination venue within one hour of the start of the examination and in the last 10 minutes of the allotted examination period.
12. Students who are found to be disruptive and unruly in the assessment centre will be requested to leave the assessment centre by the invigilator.

I HEREBY CONFIRM THAT I HAVE READ THE ABOVE EISA RULES AND DECLARE THAT I UNDERSTAND AND ACCEPT THE RULES.

_____ **SIGNATURE OF STUDENT**



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CANDIDATE INSTRUCTIONS

- Candidates must complete all questions in this EISA.
- Candidates must ensure that they use only a black pen when completing this EISA.
- Should you require additional space to complete your answer, please request additional paper from your invigilator. Ensure that you indicate your name, surname and EISA registration number at the top of the additional paper. Also ensure that the question number is clearly marked on your additional paper.
- There is one handout in this paper, **Handout A – Project Charter (this must be handed in with your answer sheet)**.



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Question 1

Initiating a project

1.1 Read the scenario below and answer the questions that follow.

Connect (PTY) LTD is a Contact Centre that has shied away from doing learnerships. A learnership is a work-based learning programme that leads to an NQF registered qualification. Learnerships are offered by SETAs. The company has only heard negative stories about learnerships. A new Skills Development Manager has started working at Connect (PTY) LTD and is passionate about learning and development. She would like to implement a learnership to develop the company's contact centre agents and meet the skills development needs within the organisation. The new Skills Development Manager has asked you to initiate the project.

1.1.1 How would you decide if this project can be justified? Your answer must include the following steps:

a) Determine and explain five assumptions and five constraints that need to be considered in your justification.

(20)



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b) Provide an explanation as to how the project can be justified or not.

(5)

1.2 Read the scenario below and answer the question/s that follow.

Proposal for Computer Centres

This project will focus on the proposal for the building of two computer centres in different towns to train 1000 local youth who will then be able to access employment opportunities.

This intervention can be achieved as local government policies will provide support for such activities. This support will come in the form of a subsidy in the area of infrastructure and in the area of finding and subsidising technicians capable of training young people.

1.2.1

a) Formulate measurable objectives for the project.

(5)



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- b) Create milestones from the scenario in 1.2 above and based on the measurable objectives you identified in 1.2.1 (a) above. **(5)**

- 1.3 Read the scenario below and answer the question/s that follow.

A project manager is working on a single large project for a year. She received a call from her project's sponsor. The two of them have a good business relationship. The project manager is exactly 2 months away from the project's hard deadline and her project's sponsor wants the deadline bumped up by 3 weeks.

He says it is due to an unforeseen market change and it is critical – so much so that the project will be worthless if it is not received by the new deadline. The project manager knows that meeting this new deadline will be particularly challenging due to some personal vacation and training plans that her project team members have already put in place.

- 1.3.1 a) List the stakeholders involved and discuss their roles. **(3)**

- b) Explain what the consequences might be if the identified stakeholders are not consulted. **(2)**



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1.4 Read the scenario below and answer the question/s that follow.

A small training company has initiated a project to start costing in and planning to host a graduation ceremony/celebration for all successful students every year end. It is October and the function needs to be held before the company closes on 15 December.

The following stakeholders must be involved in this project:

- Project Manager
- Venue & Logistics person
- Finance
- Students
- Management of the training company

1.4.1

a) List 5 high level risks that could be associated with this project. (5)

b) Classify the identified risks (5)

c) Discuss and explain how you might mitigate these identified and classified risks. (10)



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1.5 Read the scenario below and answer the question/s that follow.

Project Ensuite Bathroom

For 5 years your client has been sharing a bathroom with their two teenagers and this year, using their bonus, they have decided to build an ensuite bathroom for the main bedroom. It is April now and they would like to have this project completed by 15 December, before their family arrives from abroad for a 2-week visit. Your client gets their bonus in June, in the amount of R100 000.00

You are the project manager for Best Bathrooms.

1.5.1 Draft a project schedule listing all tasks and activities that need to be considered and then assign a feasible timeline to each task/activity. **(10)**

1.6 Study the scenario below and answer the questions that follow.

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Project “Go man Go”

You work for a clothing chain store that typically sells menswear, women’s wear, footwear, and children’s wear. A decision by management was taken to remove menswear from the store because the sales on these were so low that it was not feasible to sell anymore. The task of removing menswear and creating more space for the other items must be completed within a period of 3 months.

1.6.1 Identify the steps that you will need to take in order to complete this project. **(5)**

1.6.2 Attach a budget amount to each of the steps you identified in 1.6.1 above. You are given a budget amount of R120 000.00 for the entire project. **(5)**

Use the table below to answer both 1.6.1 and 1.6.2.

Steps	Budget for each step

1.7 Read the scenario below and answer the question that follows.
 Answer the question on **Handout A – Project Charter Template**

Project Development and Construction of Baycliff Retreat

You are the concessionaire chosen by an investor to manage this project for the development and construction of the Baycliff Retreat, a proposed resort on a hectare of land in Knysna, South Africa.

Project Requirements

- Start-up fund by the owners to cover the operational expenses during the initiation process from feasibility study till the project start.



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- Buildings, structures, functional facilities and other construction deliverables must be completed as per the approved drawings, specifications, standards and other applicable codes.
- Project Manager to monitor and control the project.
- Engineering and Technical Consultant to monitor and control the engineering and technical works of the project.
- Project Coordinator to serves as liaison officers.
- Deploy the following key personnel and enough competent workers on site during construction stage:
 - Construction Manager
 - Construction Engineer
 - Construction Superintendent
- Enough quantity and right equipment to do the works, with backups or alternatives in case of breakdown.
- Total project budget: R20 million

Project Assumptions

- The start-up fund of the owners will be available upon approval of the Project Charter.
- Required contractor's staff and workers will be available when and as they are needed.
- The Project Manager of the owner's side and the Construction Manager are knowledgeable and experienced in managing activities relevant to the project. All other key personnel are competent to do their job.
- Equipment will be available and operational upon when and as they are needed.

Project Constraints

The following are the project constraints identified:

- The owners have limited funding for hiring the Project Manager and the Engineering & Technical Consultant
- The availability of the owners is hindered by their geographical locations; they are not within close proximity.
- There is a need to resurvey the property due to recent public developments such as road construction on one side of the lot, a public water system running within the vicinity, and electrical posts.

1.7.1 Complete the given Project Charter with as much information as you can.

(10)

Handout A

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Question 2

Planning and preparing the delivery of a project

2.1 Below is the initial project scope that was developed by the project management team of a company called 'Traffic Made Easy'. Read the scope and then complete the questions that follow.

PROJECT SCOPE

PROJECT NAME: Durban Central & North Beaches Implementation Plan

PROJECTED TIME FRAME: 12 months

PROJECT PURPOSE: To improve the Durban Central and North Beach travel experience for residents and visitors by making it safer, cleaner and less congested.

PROJECT DESCRIPTION: (What are we going to do by when)

1. Obtain high quality traffic data within 1 month as a basis for informed decision-making.
2. Assess and determine if and how emergency vehicles, residents and/or the general public might use alternate access within 2 months of project start date.
3. Write a transit management plan to include schedules, costs, incentives, peer review, performance measures, rider amenities, park and rides, funding sources and target markets.

DESIRED RESULTS: We will be successful if:

1. Maximum travel time along these beaches is reduced to 15 minutes in the next 2 years during peak recreation.
2. Illegal parking is dramatically reduced.
3. Litter collection along the entire area is improved as measured by qualitative surveys and agency monitoring.

ASSUMPTIONS:

1. Residents, business owners and stakeholders agree there was an intentional, energied and inclusive effort to solve this problem.
2. Adequate funding to plan, manage and mitigate peak congestion impacts on the promenade has been established.

CONSTRAINTS:

Quality; Time; Cost

2.1.1 Apply your **introductory project management skills** by refining/further defining the project scope as this was the initial draft.

(10)



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2.2 Based on the scenario in Question 2.1 complete the following.

2.2.1. The purpose of scheduling is to assign a duration to activities and sequence them in a logical order in order to complete a project in the shortest possible time, using the least amount or number of resources possible.

Apply your **introductory project management skills** by developing a detailed project schedule.

(10)



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PROJECT SCHEDULE

PROJECT NAME			PROJECT MANAGER
PROJECT DELIVERABLE			
SCOPE STATEMENT			
START DATE	END DATE	Overall budget:	

TASK NAME	ASSIGNED TO	START DATE	END DATE	DURATION in days	STATUS

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2.3 Based on the scenario in Question 2.1 complete the following.

2.3.1 Define what project cost management is and then apply your *project management budgeting skills* by developing and defining the project costs. **(20)**

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2.4 Based on the scenario in Question 2.1 complete the following.

2.4.1 Apply your *project management planning skills* by developing and defining the project quality metrics. **(10)**

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2.5 Based on the scenario in Question 2.1 complete the following.

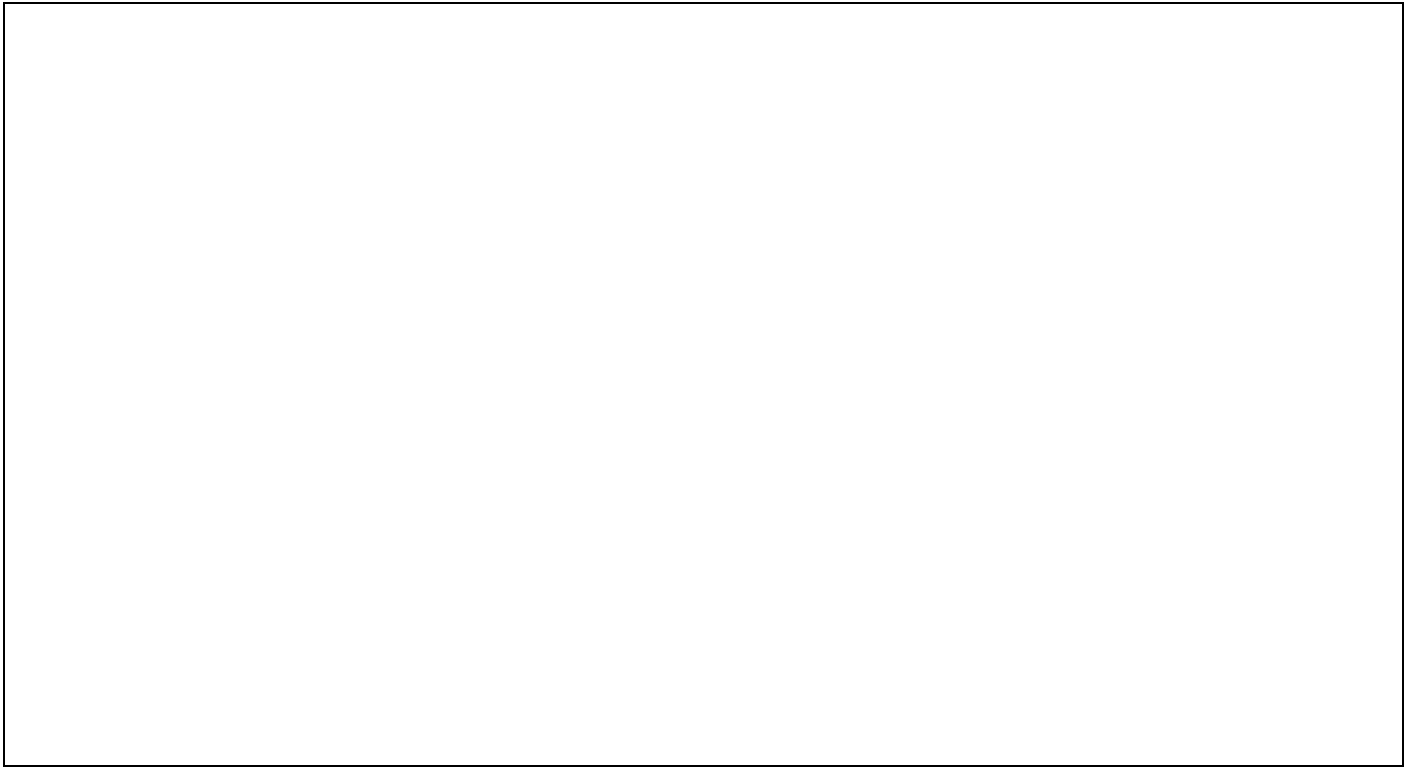
2.5.1 Define project risk and then apply your **project risks skills** by detailing the project risk analysis. (10)

ACTIVITY	RISK	RISK LIKELIHOOD	RISK LEVEL	MITIGATIONS / WARNINGS / REMEDIES
		IMPROBABLE POSSIBLE PROBABLE	LOW MEDIUM HIGH	

2.6 Based on the scenario in Question 2.1 complete the following.

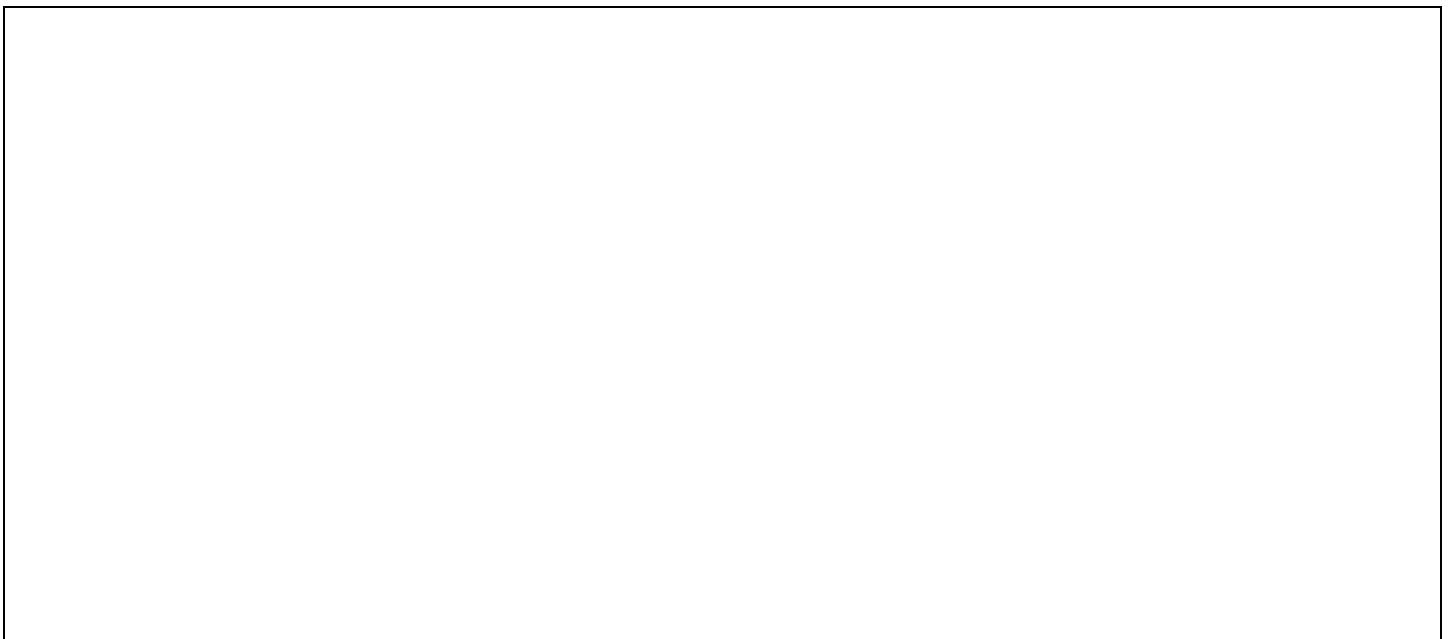
2.6.1 Define what the term 'resources' refers to in Project Management and then apply your **project resource planning skills** by defining the resource planning for the given project scope. (10)

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2.7 Based on the scenario in Question 2.1 complete the following.

2.7.1 Explain what a project communication plan is and then apply your **project communication skills** by defining the required internal and external communication plan. **(10)**



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2.8 Based on the scenario in Question 2.1 complete the following.

2.8.1 Define procurement management and then apply your **project procurement skills** by developing an appropriate procurement strategy and plan.

(10)

2.9 Based on the scenario in Question 2.1 complete the following.

2.9.1 Apply your **project management systems skills** by planning a project management system.

(10)

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