



# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM

## 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)**

**5 points x 2 = 10 marks for listing and explaining the assumptions**

**5 points x 2 = 10 marks for listing and explaining the constraints**

#### Assumptions:

- Assume there is a Learnership available that is relevant to the agents career development
- Assume there are sufficient human resource employees to implement this project
- Assume that agents want to be developed through a Learnership intervention
- Assume that the budget is there to implement the project
- Assume that it is part of the company objectives

#### Constraints:

- Agents may not qualify for the intervention
- CEO is not a supporter of Learnerships
- No funding
- Agents availability because of the nature of the business
- Cost of the training venue

Yes this is a justifiable project because there is a strong possibility that management will buy into this as the suggestion came from management and it makes business and staff development sense. **(This could also be a NO as long as the student can justify why)**

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- b) Provide an explanation as to how the project can be justified or not. (5)

**5 points for explaining how the project is then justified**

**Students may justify their decision whether this is a justifiable project or not based on their listed assumptions and constraints**

Yes this is a justifiable project because there is a strong possibility that management will buy into this as the suggestion came from management and it makes business and staff development sense. **(This could also be a NO as long as the student can justify why)**

- 1.2 Read the scenario below and answer the questions 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)

**Assessor must exercise their discretion when assessing responses to this question. Learners may generate other acceptable alternatives to the ones listed below.**

### One mark for each objective

1. Build two computer centres, one in East London (or in other location) and one in KZN (or in any other province and town)
2. The two centres must be completed by the 30<sup>th</sup> of March (or any other appropriate timeline)
3. Each centre should be big enough to house approximately 100 youth at any given time (or any other number as long as it is reasonable and functional)
4. Each computer centre should be fitted with 50 state of the art computer systems (or any other number as long as it is reasonable and functional)
5. Local government funding to be paid in the amount of R3 mil (or any other reasonable amount)

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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)

**Assessor must exercise their discretion when assessing responses to this question. Learners may generate other acceptable alternatives to the ones listed below.**

**One mark for each sub-objective**

1. The computer centre in East London must be in the town of Bisho and the computer centre in KZN must be built in Stanger (learners can specify what they want here)
2. The computer centre in Bisho must be completed by September and the one in Stanger must be complete by the end of March (learners can specify what they want here, as long as it is appropriate)
3. Within the space allocated to accommodate 100 youth, there must be a 2 printers, tables and chairs and any relevant assets installed and available on opening as well (learners can specify what they want here, as long as it is appropriate)
4. At least 3 quotes need to be requested from reputable suppliers to purchase and install the 50 state of the art computer systems. (learners can specify what they want here, as long as it is appropriate)
5. Government is to sign a SLA stipulating and committing to when payments will be made and for what amount, to ensure sufficiency of funding. (learners could have different answers here)

- 1.3 Read the scenario below and answer the question 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 role (3)

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## 1 Mark for each correct stakeholder and role

1. **Project leader (or project manager)** – The person responsible for managing the project; the head of the project; defines, plans, controls, and leads the project
2. **Project team members** – The group that is performing the work of the project; they produce the outputs (deliverables) for the project; participate in the project management process; contribute their skills and effort to perform tasks
3. **Sponsor (or upper manager)** – The person or group that provides the financial resources, in cash or in kind, for the project; the person with formal authority who is ultimately responsible for the project; oversees the project; acts as a liaison between the upper management team and the project leader; provides authority, guidance, and maintains project priority

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

## One mark for any two of the following correct consequence listed

- Lack of stakeholder acceptance
- Danger of not getting repeat business
- Stakeholder refusing to pay
- Negative publicity

- 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 the 15 December.

The following stakeholders must be involved in this project:

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

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1.4.1

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

**Any 5 of the following, 1 mark each**

- No available venue
- Financial resource may not be available
- Short notice for students
- No buy-in from management
- Lack of time
- Lack of human resources to implement

b) Classify the identified risks (5)

- No available venue – **External/Operational risk**
- Financial resource may not be available – **Financial risk**
- Short notice for students – **Operations risk**
- No buy-in from management – **Governance/Management risk**
- Lack of time – **Time risk**
- Lack of human resources to implement – **Staffing risk**

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

**Two (2) Marks for each discussion/explanation x 5 = 10**

No available venue – External/Operational risk	<ul style="list-style-type: none"> <li>• Look at using your own office space or a local library</li> <li>• Book the venue in advance</li> </ul>
Financial resource may not be available – Financial risk	<ul style="list-style-type: none"> <li>• Some creative planning can mean no major costs. E.g. have the graduation at a client or your premises</li> <li>• Seek a sponsor/donor</li> </ul>

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Short notice for students – Operations risk	<ul style="list-style-type: none"> <li>Give an incentive to attend (if budget allows), or a time off work etc.</li> <li>Make it compulsory</li> </ul>
No buy-in from management – Governance/Management risk	<ul style="list-style-type: none"> <li>Have all facts and figures ready to persuade/show management the desired outcome/why it's so important to award people, etc.</li> <li>Get buy in from the start</li> </ul>
Lack of time – Time risk	<ul style="list-style-type: none"> <li>Get a team together to assist with the planning and execution</li> <li>Work in your own time to get the planning and execution done</li> </ul>
Lack of human resources to implement– Staffing risk	<ul style="list-style-type: none"> <li>Involve people that have experience and can do more than one task well</li> <li>Employ some temporary staff to assist (budget permitting)</li> </ul>

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)

<b>1 Mark for the Task/Activity and 1 Mark for the Timeline for 5 correct tasks and timelines</b>	
<b>Task/Activity</b>	<b>Timeline</b>
Measure available area for building the bathroom	1 Day
Get customer to choose the bath/shower head, shower door, taps and any additional fittings	2 Days
Source the required items within the budget	3 Days
Build the bathroom	5 Days
Install the bath/shower, etc.	2 Days
Tile the bathroom floor and walls	3 Days
Paint the walls (if any exposed and not tiled)	1 Day



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

## 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)

**Assessor must exercise their discretion when assessing responses to this question. Learners may generate other acceptable alternatives.**

**The table below combines suggested budget items for 1.6.1 in the left hand column and budget amounts for 1.6.2 in the right hand column.**

1 Mark for the budget item (learners may generate their own steps) and 1 Mark for inserting an estimated cost (learners may generate their own costs) for each step.

Steps	Budget for each step
Have a sale on the men’s clothing: Staff to set up sale, printing sale brochures, etc.	R35 000
Remove the men’s clothing that was not sold and itemised: staff and time	R15 000
Send to head office/warehouse: staff, time & courier cost	R5000
Plan the new space to accommodate the rest of the retail items in the store, and purchase any new shelving etc. that may be needed	R35 000
Move other items e.g. men’s and children’s wear into the new space available: staff, time & resources	R15 000

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



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## Project Requirements

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

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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, energized 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

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2.1.1 Apply your *introductory project management skills* by refining/further defining the project scope as this was the initial draft. (10)

**Learner to list 5 further defining/refining statements for one mark and then give a short explanation for each one, for another mark**

Project Purpose	The reason for the project is due to congestion of traffic especially during peak holiday seasons. Also the streets are often not clean or safe (anything that further defines the purpose)
Project Description	<ul style="list-style-type: none"> <li>Obtain traffic data from two reliable sources, Traffic Stats SA and the Traffic Dept.</li> <li>Plot the alternative routes during the project period, and communicate to the public and relevant emergency services</li> </ul>
Desired Results	<ul style="list-style-type: none"> <li>More parking bays to be developed so that there is less illegal parking.</li> <li>A plan to be drafted to find a volunteer group or get a large company to sponsor a cleaner for this area during peak times</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Hold public meetings and send surveys to ensure that all stakeholders are in agreement and ready to take on the project</li> <li>Ensure that there are at least two big funders for the project</li> </ul>
Constraints	<ul style="list-style-type: none"> <li>The project could have a quality constraint if all stakeholders do not work together and implement the project with the highest quality standards</li> <li>Time may be an issue, dependent on weather and the workforce not working well or fast enough</li> <li>Cost – If funders cannot donate the correct amount of funds and fund raising may need to happen</li> </ul>

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)

**One mark for each correct project scheduling statement, timeline, etc.**

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## PROJECT SCHEDULE



<b>PROJECT NAME</b>	Durban Central & North Beaches Implementation Plan		<b>PROJECT MANAGER</b>	Learners Name
<b>PROJECT DELIVERABLE</b>	To reduce the maximum travel time along these beaches to 15 minutes during peak recreation times, within the next 2 years To dramatically reduce Illegal parking during these peak times To improve litter collection along the entire area during these busy periods			
<b>SCOPE STATEMENT</b>	To improve the Durban Central and North Beach travel experience for residents and visitors by making it safer, cleaner and less congested.			
<b>START DATE</b>	Xxxx (learner's own date)	<b>END DATE</b>	Xxxx (learner's own date)	Overall budget: xxx

TASK NAME	ASSIGNED TO	START DATE	END DATE	DURATION in days	STATUS
Obtain high quality traffic data	Jack	xx	xx	3 weeks	
Assess and determine if and how emergency vehicles, residents and/or public might use alternate access	Melody	xx	xx	2 weeks	
Develop a transit management plan (with costs, incentives, funding sources)	Amanda	xx	xx	3 weeks	
Implement the plan according to the signed off schedule	All	xx	xx	10 months	

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

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

**5 marks for defining what project budget/cost is**  
**3 marks, for each task, definition and cost times 5 = 15 marks**

**Project cost management** includes the processes required to ensure that the project is completed within an approved budget, such as:

- **Cost estimating:** Developing an approximation or estimate of the costs of the resources needed to complete a project.
- **Cost budgeting:** Allocating the overall cost estimate to individual work items to establish a baseline for measuring performance.
- **Cost control:** Controlling changes to the project budget

**The project costs are estimated as follows:**

<b>Task/Activity/Item</b>	<b>Definition</b>	<b>Cost</b>
Research	Obtain high quality traffic data from two reliable sources – Traffic Stats SA and the Traffic Dept.	R5000
Research	Determine if there is access of alternate roads for emergency vehicles, public and residents during project	R5000
Communication plan	Communicate to the stakeholders regarding the project and the alternate roads to be used..	R2000
Transit management plan	Agree and develop the entire plan, with costs, incentives, funding sources, etc. – do this by meeting with stakeholders over a workshop (with refreshments etc.)	R10 000
Implementation	Each identified role player to execute in line with the agreed roles and responsibilities and within the budget discussed.	R100 000

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 Marks for each item of listing a deliverable and a relevant quality metric x 5 = 10 marks**

Quality metrics are measurements of the value and performance of your business's products, services, and processes. Quality metrics can be used to help assess customer satisfaction levels, identify areas for improvement within your company, and track the overall quality of your products or services.

**The project quality metrics for the scenario have been identified as follows:**

<b>Deliverable</b>	<b>Quality Metric</b>
Research- Traffic data	Completed within 3 weeks with strong and accurate data from 2 reliable sources
Research- Access to alternate roads	Completed within the time frame (2 weeks) with accurate info of alternate routes and the agreement by traffic department to assist during project
Communication plan	Stakeholders all understanding which alternate roads to use; and knowing the estimated duration of this project.
Transit management plan	An effective and signed off plan by all stakeholders, within the time allocated, 3 weeks
Implementation of the agreed plan	Completion within the specified budget and time frame of 10 months.

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)**

**1 Mark for explaining what risk is**

**9 Marks: 3 marks for each risk identified and its probability and impact (any 3)**

Project risk is an uncertain event or condition that, if occurs, has a positive or negative effect on one or more project objectives such as scope, schedule, cost and quality.

Risk needs to be quantified in two dimensions: the **impact** of the risk and the **probability** of the risk occurring.

The identified risk analysis based on the scenario is as follows:

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ACTIVITY	RISK	RISK LIKELIHOOD	RISK LEVEL	MITIGATIONS / WARNINGS / REMEDIES
		IMPROBABLE POSSIBLE PROBABLE	LOW MEDIUM HIGH	
Research- Traffic data	Inaccurate information received	Possible	<b>High</b>	Validate all information received via a reputable company that specialises in quality data management
Research- Access to alternate roads	1. Inaccurate info 2. No buy-in from the Traffic Dept	Probable Improbable	<b>High</b> <b>High</b>	Validate info received Meet with traffic dept. to motivate the project outcomes and how it will alleviate their issues during peak times.
Transit management plan	Does not get completed and signed off by all stakeholders	Improbable	<b>High</b>	Project Manager to ensure completion and sign off by all parties.
Implementation of the agreed plan	1. Bad weather 2. People issues 3. Lack of sufficient funding	Possible Probable Possible	<b>Medium</b> <b>Medium</b> <b>High</b>	Ensure sufficient funding prior to project start and manage project so the budget is met and the time frame

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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**1 mark for the definition**

**9 marks for any 9 resources/roles listed**

**Resources** include the labour, material, equipment, services, and any other cost items required to perform a scope of work.

The below is a resource plan for the scenario given:

Financial	Role	Human	Role
Government funder	To fund the entire project	Project Manager	To manage all aspects of project
Corporate funder	To fund the cleaner during peak times	Communications Officer	To manage all communication to the public, residents, and any other stakeholders
Accounts manager	To manage all accounts and financial/budget activities	Researcher Data specialist	Accurately complete the research Validate and make recommendations on the data received

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)**

**2 marks for the definition**

**8 marks for 8 relevant communication information**

A project management communication plan **identifies how important information will be communicated to stakeholders throughout the project.** It also determines who will be receiving the communication, how those people will receive it, when they'll receive it, and how often they should expect to receive that information. It can further be broken down into internal and external communication plan.

Below the communication plan for the above scenario:

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name of meeting or update	participants	purpose	frequency	type	internal/external
Alternate route during project construction	Residents, Public, Emergency Services	information	Before project start	Email Posters Community Groups	External
project manager status meeting	customer and contractor project manager	review status of deliverables, alignment, project planning	weekly	physical meeting	Internal External
project team meeting – core team	project manager, core project team	status update, alignment	weekly	physical meeting	Internal external
project team meeting – extended team	project manager, extended project team (including traffic dept., corporates, government)	status update, alignment	monthly	physical meeting	Internal external
escalation meeting	depends on issue	alignment, resolve issues	ad hoc	physical meeting	Internal
company-wide project status update	management level L1 and above	information	monthly	email update	Internal

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 marks for the definition**

**8 marks for 8 relevant procurement information**

Procurement management is responsible for overseeing all the processes involved in acquiring the products, materials, goods and services needed for efficient business operations. Depending on the business and industry, the terms “sourcing,” “purchasing” and “procurement” may be used interchangeably to describe the function of procuring supplies and managing the process,

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with sourcing considered more strategic, and purchasing and procurement used to refer to the actual operational function.

Procurement Strategy and plan for the scenario is as follows:

Product/Service	Date requested	Requested by	Delivery date
Lap tops for researchers	Date: xx	Jason – HR Dept	Date: xx
Posters design & printing	Date: xx	Communications Officer	Date: xx (prior to project start)
Workshop – Briefing session (venue & refreshments)	Date: xxx	Project Co-Ordinator	Date: xx
Status meeting venue & refreshments	Date: xx	Project Co-Ordinator	Date: xx

Procurement process and approval: All procurement must be signed off by the project manager and the procurement manager.

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)

## 2 Marks for the definition

### 8 marks for 8 correct points regarding a project management system

Definition 1: A project management system is the entire system of processes and principles for completing a project. This could encompass specific teams and contributors, procedures, workflows, tools, and more. It is the entire ecosystem in which you're delivering projects.

Definition 2: A project management system is a combination of methodologies and technologies that assist you with the planning, organizing, and scheduling everything that contributes to the success of a project.

The project management system that has been followed in the above scenario is as follows:

1. Initiate and justify the project and objectives
2. Create a project scope document

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3. Develop a project charter
4. Develop a project schedule
5. Get approval from all stakeholders
6. Implement the project by following the charter closely and managing change, etc.
7. Evaluate the project deliverables constantly and again at the end
8. Report and closure of the project with a lessons learned meeting to improve future processes and methodologies.