



# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM

## EXEMPLAR P2

|   |  |
|---|--|
| <b>STUDENT NAME &amp; SURNAME</b>             |  |
| <b>ID NUMBER</b>                              |  |
| <b>EISA REGISTRATION NUMBER</b>               |  |
| <b>ASSESSMENT CENTRE</b>                      |  |
| <b>ASSESSMENT CENTRE ACCREDITATION NUMBER</b> |  |
| <b>QUALIFICATION</b>                          | <b>OCCUPATIONAL CERTIFICATE: PROJECT MANAGER</b> |
| <b>SAQA ID</b>                                | <b>101869</b>                                    |
| <b>CREDITS</b>                                | <b>240</b>                                       |
| <b>PAPER</b>                                  | <b>2</b>   |
| <b>DATE OF EISA</b>                           | DD/MM/YYYY                                       |
| <b>DURATION</b>                               | <b>2 HOURS</b>                                   |
| <b>TOTAL MARKS</b>                            | <b>90</b>  |

### 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.**

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**SIGNATURE OF STUDENT**



# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM

## 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 are two handouts in this paper, **Handout A – Lessons Learned Document** and **Handout B- Project Acceptance Document** (these must be handed in with your answer sheet).

### Question 1

#### Execute and control the delivery of a project management plan

1.1 Study the following documented Project Eventualities/Risks and their possible impact on the achievement of a project that you are working on. Then answer the questions that follow.

| Possible Project Eventuality/Risk  | Possible impact on Project execution   |
|--|--|
| Cost/Budget risk, e.g., cost exceeds budget                                | Not being able to complete the project |
| Schedule risks, e.g., hiring a new foreman could take time                 | Project delay                          |
| Performance risks, e.g., sub-contractor does not deliver according to plan | Inaccurate execution of deliverables   |
| Operational risks, e.g., insufficient funds to pay for something           | Outcomes different to the project plan |
| Market risks, e.g., foreign exchange fluctuations                          | Can affect the budget                  |

1.1.1 Identify and then give a description of the impact of these eventualities on the effective execution of a project. **(10)**

#### **2 marks x 5 for each correct description**

| <b>Eventuality</b>                        | <b>Impact</b>   |
|---|---|
| Cost/Budget risk e.g. cost exceeds budget | Cost risk may lead to performance risk if cost overruns lead to reductions in scope or quality to try to stay within the baseline budget. Cost risk may also lead to schedule risk if the schedule is extended because not enough |

# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM



|  |   |
|--|---|
|  | funds are available to accomplish the project on time. Loss of support.   |
| Schedule risks e.g. hiring a new foreman could take time                 | Schedule risk may also lead to cost risks, as longer projects always cost more, and to performance risk, if the project is completed too late to perform its intended mission fully. Even if cost increases are not severe, delays in project completion reduce the value of the project to the owner.      |
| Performance risks e.g. sub-contractor does not deliver according to plan | Performance risk is simply the risk that the project won't produce the results and benefits outlined in the project specifications. Even if you keep costs within budget and stick to the schedule, performance risk can mean that you've lost time and money on a project that ultimately did not deliver. |
| Operational risks e.g. insufficient funds to pay for something           | Operational risk stems from poor implementation and process problems, including but not limited to: procurement, production, and distribution. In short, this project risk is part of performance risk because the expected outcome doesn't happen at all or in the way that project managers had planned.  |
| Market risks e.g. foreign exchange fluctuations                          | Market risk includes risks posed from competition, commodity markets, interest rates, foreign exchange, and liquidity and credit risks. This project risk is more unpredictable and difficult to plan for, but there are ways in which project managers can protect their business.                         |

1.2 Based on the table in Question 1.1 regarding project eventualities and their possible impact, answer the following question.

1.2.1 Define project scope, project schedule and project cost. **(3)**

1.2.2 Under which of these categories do the eventualities you identified in question 1.1.1 fall? **(7)**

**Below are the answers for both 1.2.1 and 1.2.2**

**3 definitions x 1 mark each = 3 marks**

**7 x 1 mark for 7 correct aspects that need to be monitored over the 3 areas - scope, time, cost.**



# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM

**Project Scope:** Project scope is a detailed outline of all aspects of a project, including all related activities, resources, timelines, and deliverables, as well as the project's boundaries. A project scope also outlines key stakeholders, processes, assumptions, and constraints, as well as what the project is about, what is included, and what isn't. All of this essential information is documented in a scope statement. – **Sub-contractor does not deliver according to plan**

**Project Schedule:** A project schedule indicates what needs to be done, which resources must be utilized, and when the project is due. It's a timetable that outlines start and end dates and milestones that must be met for the project to be completed on time. The project schedule is often used in conjunction with a work breakdown structure (WBS) to distribute work among team members. The project schedule should be updated regularly to gain a better understanding of the project's status. - **hiring a new foreman could take time**

**Project Cost:** This is the total funds needed to complete the project or work that consists of a Direct Cost and Indirect Cost. The Project Costs are any expenditures made or estimated to be made, or monetary obligations incurred or estimated to be incurred to complete the project which are listed in a project baseline. - **Cost/Budget risk e.g. cost exceeds budget , lack of sufficient funding, insufficient funds to pay for something, foreign exchange fluctuations**

1.3 Based on the table in Question 1.1 regarding project eventualities and their possible impact, answer the following question.

1.3.1 Define, briefly, the concept of 'Change Management Process'. (2)

1.3.2 Identify a project in which a change has to be made. Give your project a name/title. (1)

1.3.3 Now complete a project change request document. Draw-up a basic project change request document (use a table), and include the main elements that comprise this document, namely, change description, change impact, and sign-offs. Populate the table with relevant details. The level of detail you provide must be in line with the marks allocated. (7)

**3 marks for the change management process**

**7 marks for populating the change request document (learner may choose what change request is made, in this answer we used the time constraint)**

The primary objectives of change management are to:

- manage each change request from initiation through to closure;
- process change requests based upon direction from the appropriate authority;
- communicate the impact of changes to appropriate personnel; and
- allow small changes to be managed with a minimum of overhead.

The Change Management Process is the mechanism used to initiate, record, assess, approve and resolve project changes. Project changes are needed when it is deemed necessary to change the

# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM



scope, time or cost of one or more previously approved project deliverables. Most changes will affect the budget and/or schedule of the project.

Below is an example of a change request document for a change in the time aspect of the project.

| Change Description  |                                 |                      |
|---|---------------------------------|----------------------|
| <b>Project Name:</b> Bathroom renovation  | <b>Change Name:</b> Time change | <b>Number:</b> 1     |
| <b>Requested By:</b> Sam Jones  | <b>Contact:</b> 0874351234      | <b>Date:</b> Date xx |
| <b>Description of Change:</b><br>The tiles that were ordered have been delayed due to a strike at the supplier and we need to change the deadline date of the tiling by 2 weeks |                                 |                      |
| <b>Reason for Change:</b><br>Supplier delay   |                                 |                      |
| <b>Priority [Circle One]:</b> 1. High 2. Medium 3. Low  |                                 |                      |
| <b>Impact on Deliverables:</b><br>Project will not be completed within the given time, client dissatisfaction   |                                 |                      |
| <b>Impact of Not Responding to Change (and Reason Why):</b><br>n/a  |                                 |                      |
| <b>Date Needed:</b> Date xx   | <b>Approval of Request:</b> Yes | <b>Date:</b>         |

| Change Impact  |
|--|
| <b>Tasks/Scope Affected:</b> Completion date   |
| <b>Cost Evaluation:</b> no impact  |
| <b>Risk Evaluation:</b> customer may be unhappy  |
| <b>Quality Evaluation:</b> not affected  |
| <b>Additional Resources:</b> not needed  |
| <b>Duration:</b> 2 weeks   |
| <b>Additional Effort:</b> None required  |
| <b>Impact on Deadline:</b> Yes, 2 weeks late   |
| <b>Alternative and Recommendations:</b> Source tiles from another supplier                       |
| <b>Comments:</b><br>We cannot source from another supplier as the supplier has already been paid |

| Sign Offs   |                 |
|---|-----------------|
| <b>[Circle One]:</b> 1. Accepted 2. Deferred 3. Rejected 4. More Info Requested |                 |
| <b>Comments:</b>  |                 |
| <b>Project Manager Signature:</b> sign  | <b>Date:</b> xx |
| <b>Decision Maker Signature:</b> sign   | <b>Date:</b> xx |

# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM

1.4

1.4.1 Describe a project status report. (2)

1.4.2 Refer to the table in Question 1.1. Then recall a particular project you dealt with or came across during the course of your study. Draw-up a project status report (use a table) and populate it with relevant details. The level of detail you provide must be in line with the marks allocated. (8)

## 2 Marks for the definition

**8 marks for relevant project reporting info (there are many templates so the learner can choose their own format)**

The Project Status Report is a regular, formalised report on project progress against the project plan. Its purpose is to communicate project status effectively and efficiently at regular intervals to project stakeholders.

### Project Status Report

|                  |                       |                   |                |
|------------------|-----------------------|-------------------|----------------|
| Project Name:    | Bathroom renovation   | Reporting Period: | March 20xx     |
| Stakeholder:     | The Whitehouse Family | Owner:            | Mr. Whitehouse |
| Project Manager: | Sam Jones             | Project Due Date: | Xx             |
| Compiled By:     | Sam Jones             | Date Submitted:   | Xxx            |

### Summary

| Item           | Current Status | Prior Status | Summary   |
|----------------|----------------|--------------|---|
| Project Status | Changes Needed | On Time      | The project is running on time, however because of a slight delay due to the supplier and late delivery of tiles, we will need to work on the weekend to get back on track. |
| Scope          | On Time        | On Time      |   |
| Schedule       | On Time        | On Time      |   |
| Cost           | On Budget      | On Budget    |   |
| Risk           | No             | No           |   |

### Tasks

| Task                     | Status      | Objective                    | Planned                         | Actual                  | Progress Complete | Deliverable |
|--------------------------|-------------|------------------------------|---------------------------------|-------------------------|-------------------|-------------|
| [Name of activity]       | In Progress | [What's the objective]       | [When is it planned to be done] | [When was it completed] | 25%               | In Progress |
| Arrange for project team | Not Started | Complete the project on time |                                 |                         | 25%               | Not Started |

# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM

| members to work on the weekend   |                         |  |                              |          |  |  |
|--|-------------------------|--|------------------------------|----------|--|--|
| <b>Issues</b>  |                         |  |                              |          |  |  |
| Issue  | When Identified         | Action or Ignore                       | Owner                        | Resolved |  |  |
| 2 day delay due to late delivery from supplier   | Date xx                 | Team to work on the weekend            | Project Manager              | Yes      |  |  |
|  |                         |  |                              |          |  |  |
| <b>Budget</b>  |                         |  |                              |          |  |  |
| Item   | Allocation              | Spent                                  | Spent to Date                |          |  |  |
| [Budget line item]   | [Total money allocated] | [What was spent this reporting period] | [Total expenditures to date] |          |  |  |
| Purchase tiles, glue and grout   | R 10 000                | R10 000                                | R10 000                      |          |  |  |
| Purchase bath, shower, toilet, basin   | R 15 000                | R 15 000                               | R 15 000                     |          |  |  |
| Wages  | R 30 000                | R 12 000                               | R 12 000                     |          |  |  |
| <b>Accomplishments</b>   |                         |  |                              |          |  |  |
| [List accomplishments over reporting period, including activities, meetings, deliverables, etc.] |                         |  |                              |          |  |  |
| All stakeholder meetings were well attended and risks identified and mitigated.                  |                         |  |                              |          |  |  |

1.5 Refer to the table in Question 1.1 regarding project eventualities and their possible impact.

1.5.1 Evaluate the implications of each eventuality and then describe the required corrective measures. Please motivate each one. Use the table to present your responses.

(20)

| Eventuality   | Implication | Corrective Measure |
|---|-------------|--------------------|
| 1. Cost/Budget risk e.g. cost exceeds budget                                |             |                    |
| 2. Schedule risks   |             |                    |
| 3. e.g. hiring a new foreman could take time                                |             |                    |
| 4. Performance risks e.g. Sub-contractor does not deliver according to plan |             |                    |
| 5. Operational risks e.g. insufficient funds to pay for something           |             |                    |
| 6. Market risks e.g. foreign exchange fluctuations                          |             |                    |

# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM

**2 marks x 5 correct points under implication = 10**  
**2 marks x 5 correct corrective measures = 10**

| <b>Eventuality</b>   | <b>Implication</b>  | <b>Corrective Measure</b>  |
|--|---|--|
| Cost/Budget risk e.g. cost exceeds budget                                | Cost risk may lead to performance risk if cost overruns lead to reductions in scope or quality to try to stay within the baseline budget. Cost risk may also lead to schedule risk if the schedule is extended because not enough funds are available to accomplish the project on time. Loss of support.   | Some budget changes are beyond your control as the project manager, but not all. To mitigate against budget-related risks, do your research very carefully, and don't present a finalised budget until your project plan and schedule are complete.<br><br>Creating transparency around your project can also prevent budget overruns; both the client and team members can help keep the project within the budget if they have access to relevant information. |
| Schedule risks e.g. hiring a new foreman could take time                 | Schedule risk may also lead to cost risks, as longer projects always cost more, and to performance risk, if the project is completed too late to perform its intended mission fully. Even if cost increases are not severe, delays in project completion reduce the value of the project to the owner.      | To avoid such risks, trackers must be made to analyse the task completion and delays must be reported immediately so that the relevant action plan can be made to complete the tasks as soon as possible.  |
| Performance risks e.g. Sub-contractor does not deliver according to plan | Performance risk is simply the risk that the project won't produce the results and benefits outlined in the project specifications. Even if you keep costs within budget and stick to the schedule, performance risk can mean that you've lost time and money on a project that ultimately did not deliver. | To avoid such risks, it is important for the project team to have enough time to complete the tasks and space must be given to the workers to do the task as per their skills and efficiency levels. The task duration must not be reduced certainly as it will increase the possibility of getting errors.  |
| Operational risks e.g. insufficient funds to pay for something           | Operational risk stems from poor implementation and process problems, including but not limited to: procurement, production, and  | In the Operational Risk Management process, there are four options for risk  |



# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM



|  |  |   |
|--|--|---|
|  | <p>distribution. In short, this project risk is part of performance risk because the expected outcome doesn't happen at all or in the way that project managers had planned.</p>   | <p>mitigation: transfer, avoid, accept, and control.</p> <p>Transfer: Transferring shifts the risk to another organization</p> <p>Avoid: Avoidance prevents the organization from entering into the risk situation.</p> <p>Accept: Based on the comparison of the risk to the cost of control, management could accept the risk and move forward with the risky choice.</p> <p>Control: Controls are processes the organization puts in place to decrease the impact of the risk if it occurs or to increase the likelihood of meeting the objective.</p> |
| <p>Market risks<br/>e.g. foreign exchange fluctuations</p> | <p>Market risk includes risks posed from competition, commodity markets, interest rates, foreign exchange, and liquidity and credit risks. This project risk is more unpredictable and difficult to plan for, but there are ways in which project managers can protect their business.</p> | <p>To avoid such risks, market analysis is essential from time to time, and necessary changes must be made following the demand of the customers.</p>   |

## Question 2 Manage the project close out process

2.1 Read the below table which shows the results of a project management audit and answer the questions that follow.

|                     |  |
|---------------------|--|
| <b>Project Name</b> | Project Ensuite Bathroom   |
| <b>Project Team</b> | <p><b>Project Manager:</b> Sandy Shaw</p> <p><b>Project Co-Ordinator:</b> Thabisile Dlamini</p> <p><b>Project Administrator:</b> Chantal van Schalkwyk</p> |



# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM

|                           |  |
|---------------------------|--|
|                           | <b>Tiler &amp; Painter:</b> Thabo Mbaso  |
| <b>Project Resources</b>  | <b>Building tools:</b> Safety goggles, safety gloves, hammers, tile cutters, level, square, tiles, grout, fixtures.<br><b>Paint accessories:</b> Paint, paint brushes, paint trays.  |
| <b>Project Background</b> | The project manager for Best Bathrooms was tasked to build an ensuite bathroom onto the main room for a customer who was going to use their bonus to pay for the renovation. The customer had a budget of R100 000.00. Best Bathrooms had said that they could do the ensuite within the budget. |
| <b>Findings</b>           | Because of a significant increase in imported building materials cost due to the Covid Pandemic Best Bathrooms overspent by R5000.00.  |
| <b>Recommendations</b>    | It is recommended that if Best Bathrooms do a similar project in the future they try and source materials from local suppliers.  |

2.1.1. Read the scenario above and complete the lessons learnt document (Handout A) with enough information for the marks allocated. **Hint:** Fill-in at least 10 bits of relevant information. **(10)**

**Handout A – Lessons Learned Document ( 1 Mark for 10 correct bits of information recorded)**

2.1.2 Read the scenario in 2.1 above and then complete the handover/acceptance document (Handout B) with enough information for the marks allocated. **Hint:** Fill-in at least 10 bits of relevant information. **(10)**

**Handout B – Handover/Acceptance document ( 1 Mark for 10 correct bits of information recorded)**

2.1.3 Refer to the scenario in Question 2.1.

- Explain what is meant by a demobilisation plan. **(2)**
- Populate the table below, showing the demobilisation of team members and/or resources **(8)**

**Add in assessor discretion**

**2 Marks for the explanation/definition**

**8 Marks for 8 correct lots of information about demobilising a project**

Demobilization is part of the close out procedure of a project and concerns the release and return of resources that are no longer required. It is an important process and should be planned.

**Project Demobilisation Plan**

# EXTERNAL INTEGRATED SUMMATIVE ASSESSMENT MEMORANDUM



| Resource Name                          | Current Designation          | Release Activity  | Release Date                      | Activity Owner     |
|--|------------------------------|---|-----------------------------------|--------------------|
| <i>Sandy Shaw</i>                      | <i>Project Manager</i>       | <ul style="list-style-type: none"> <li>Notify team members of their release</li> <li>Release staff members</li> <li>Pay final staff salaries</li> </ul>               | <i>Date staff member released</i> | <i>Sandy Shaw</i>  |
| <i>Thabisile Dlamini</i>               | <i>Project Co-Ordinator</i>  | <ul style="list-style-type: none"> <li>Return staff assets if any</li> <li>Finalise communication to all stakeholders of project close and demobilisation.</li> </ul> |                                   |                    |
| <i>Chantal van Schalkwyk</i>           | <i>Project Administrator</i> | <ul style="list-style-type: none"> <li>Handover all admin relating to the project</li> </ul>  |                                   |                    |
| <i>Thabo Mbaso</i>                     | <i>Builder</i>               | <ul style="list-style-type: none"> <li>Final check that all is completed and communicate any follow ups to the client</li> </ul>                                      |                                   |                    |
| <i>Building equipment and supplies</i> |                              | <ul style="list-style-type: none"> <li>Release equipment</li> <li>Give client any excess building material, e.g. leftover paint, tiles.</li> </ul>                    | <i>Date equipment released</i>    | <i>Thabo Mbaso</i> |