higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

(3081033)

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This question paper consists of 8 pages.

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)
PROJECT MANAGEMENT
NQF LEVEL 3
TIME: 3 HOURS
MARKS: 100

INSTRUCTIONS AND INFORMATION

1. Answer all the questions.
2. Read all the questions carefully.
3. Number the answers according to the numbering system used in this question paper.
4. Start each section on a new page.
5. Use only a black or blue pen.
6. Write neatly and legibly.

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SECTION A

QUESTION 1

Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.1–1.10) in the ANSWER BOOK.

1.1 Fast-tracking entails that the project manager allocates extra resources to each work element when a project is running behind schedule.

1.2 Directive managers tell their subordinates exactly what to do and how to do it.

1.3 Inspection is a system that keeps track of the costs incurred for a project.

1.4 Cultural barriers can hamper effective communication between members in a team.

1.5 A memorandum is a record of all the discussions and decisions made in a meeting.

1.6 Cohesion means that team members stick together in good and bad times.

1.7 The amended Employment Equity Act of 2023 aims to promote diversity and equality in the workplace.

1.8 The project manager is a professional who has comprehensive knowledge and understanding of the project life cycles.

1.9 The whistle blower is also known as the person who breached the code of conduct.

1.10 An important part of the monitoring process is to measure the actual cost spent against the budgeted amount.

(10 × 1) **[10]**

QUESTION 2

Complete the following sentences by writing only the missing word or words next to the question number (2.1–2.10) in the ANSWER BOOK.

standard operation practices; mitigation; template; equality; work breakdown structure; project plan; annotate; minutes of meeting; human dignity; retrieved; risk avoidance

2.1 To … is/are to add short notes to a book or piece of writing to explain parts of it.

2.2 The process to be followed when the code of conduct is breached is explained according to …

2.3 … means that team members are respected and not humiliated purposefully.

2.4 A … is used to record all discussions and decisions taken at a meeting.

2.5 The process of reducing risk exposure is known as …

2.6 Once data and documentation are properly stored according to company standards and procedures, information can be easily … without interrupting the productivity of the project.

2.7 It is necessary to create a/an … before the costs of work elements can be accurately estimated.

2.8 The project team cannot start with a project before the … is/are approved.

2.9 A/an … is a partially completed document in a predefined format.

2.10 The risk response planning technique which aims to protect the project outcome from the impact of the risk is known as …

(10 × 1) **[10]**

TOTAL SECTION A: 20

SECTION B

Read the scenario below and answer the questions.

THE BODY AND WELLNESS PROJECT

Jeffrey Morgan was appointed as the project manager of the Body and Wellness project. The objective of the project is to renovate an existing gym and business buildings into a luxurious, multifunctional health and wellness complex.

George Georgiades, the client, has a clear vision of how the end result should look and the different needs the project should cater for. The biggest part of the existing gym will be renovated and utilised with new equipment and furniture. The Olympic swimming pool, restrooms and sauna will also be upgraded according to the plan. The new business buildings need to be developed into a coffee shop where healthy food, smoothies and other drinks will be sold. A well-secured play area for children will be created where children will be supervised and can enjoy themselves while their parents use other facilities. A computer room will also be available with internet and printing facilities where older children can do research for school projects.

It should have a nurses' station where clients can have their blood glucose, blood pressure and cholesterol checked. Mr Georgiades will offer training and workshops for all personal trainers in order to provide clients with professional, individual personal training sessions. A biokineticist and physiotherapist, each with their own office, will help clients who are recovering from injuries or who need post-op care. Furthermore, a dietician will be included who can weigh, measure, monitor and give eating plans to clients to assist in living healthier lives and maintaining a healthy weight. The building will have a tranquil spa area where clients can go for beauty treatments and massages. Lastly, a therapist will be situated in an office to take care of the psychological needs of clients.

Jeffrey Morgan, with his meticulous planning and communication skills, appointed Mpho Maleka as team leader. Moreover, he chose the best team of architects, electricians, plumbers and interior designers for this multimillion rand project. The project will take seven months to completion as most of the infrastructure is already available. Jeffrey is aware that the project will impact the surrounding community and needs to consider how best to manage the schedule of the project, with minimal noise and interruptions to surrounding residential areas and businesses.

QUESTION 3

3.1 Define *project management*. (3)

3.2 'Jeffrey Morgan is a meticulous planner.'

3.2.1 Why should Jeffrey Morgan plan the body and wellness project? Give TWO reasons.

3.2.2 What are the consequences of not planning a project meticulously? (2 × 2) (4)

3.3 Risk management and contingency planning is part of the project plan.

3.3.1 Identify TWO risks that may occur in the execution of the body and wellness project. (2)

3.3.2 Explain ONE contingency plan for each of the risks mentioned in QUESTION 3.3.1. (2 × 2) (4)

3.4 Risk management and contingency planning is one aspect of the project plan. Name SIX other elements that Jeffrey Morgan can include in the project plan. (6)

3.5 Name and explain the FIVE project management processes as set out by the PMBOK. (5 × 2) (10)

3.6 What is the timeline of the above project? (1)
[30]

QUESTION 4

4.1 Project management tools like the Gantt chart provides the project manager and the team with ways to accomplish tasks more easily.

4.1.1 Name FIVE other tools Jeffrey Morgan can use for the body and wellness project. (5)

4.1.2 Elaborate on FIVE limitations of a Gantt chart as a project management tool. (5 × 2) (10)

4.2 Differentiate between the following leadership styles:

4.2.1 Supporting leadership style

4.2.2 Delegating leadership style

(2 × 2) (4)

4.3 Discuss FIVE qualities that Mpho Maleka should have as the leader of the project team. (5 × 2) (10)

4.4 Why is it important that Mpho Maleka must give recognition to her team members? (3)

4.5 List THREE ways in which Mpho Maleka can show that she recognises the efforts of her team members. (3)
[35]

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QUESTION 5

5.1 Illustrate by means of examples how Jeffrey Morgan can apply ethical principles with regard to the following:

5.1.1 Social and cultural area

5.1.2 Physical environment

5.1.3 Political and international environment

(3 × 3) (9)

5.2 Design a simple petty cash voucher for the body and wellness project. (7)

5.3 Indicate whether the following aspects in the body and wellness project can be regarded as 'general', 'restricted' or 'confidential':

5.3.1 Contracts of team members

5.3.2 Template documents for the body and wellness project

5.3.3 Body and wellness project training manual

5.3.4 Health records of the project team

5.3.5 Contact details of the client, George Georgiades

5.3.6 Jeffrey Morgan's schedule

(6 × 1) (6)

5.4 The body and wellness project is a complex project.

Identify FIVE other types of projects. (5)

5.5 Explain to Jeffrey Morgan why it is important to arrange the body and wellness project into tasks, sub-tasks and work packages. (3)

[30]

QUESTION 6

6.1 It is important for Jeffrey Morgan to manage team dynamics as projects are team initiatives.

6.1.1 Define the term *team dynamics*. (2)

6.1.2 Name and describe FIVE factors that can influence the team dynamics of the body and wellness project. (5 × 2) (10)

6.2 If conflict is not managed, it can lead to suspicion and tension among team members.

Explain the following strategies Jeffrey Morgan can use to manage conflict in his team:

6.2.1 Insisting

6.2.2 Backing down

6.2.3 Negotiating

(3 × 2) (6)

6.3 Differentiate between TWO types of cost and give an example of each. (2 × 3) (6)

6.4 It has come to Jeffrey Morgan's attention that the project is running behind schedule. He decides to hire five team members to help the existing team finish the project on time. Each team member will earn R260 per hour for the remaining 7 days. The team works 8 hours a day.

Calculate the total cost of hiring the additional team members. (5)

6.5 List SIX aspects that Jeffrey Morgan should include when estimating the cost of the work elements for the body and wellness project. (6)

[35]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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