higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

21 November 2024

This marking guideline consists of 9 pages.

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SECTION A

QUESTION 1

1.1 False
1.2 True
1.3 False
1.4 True
1.5 False
1.6 True
1.7 True
1.8 True
19 False
1.10 True

(10 × 1) **[10]**

QUESTION 2

2.1 Annotate
2.2 Standard operation practices
2.3 Human dignity
2.4 Minutes of a meeting
2.5 Mitigation
2.6 Retrieved
2.7 Work breakdown structure
2.8 Project plan
2.9 Template
2.10 Risk avoidance

(10 × 1) **[10]**

TOTAL SECTION A: 20

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SECTION B

QUESTION 3

3.1 Project management is the application of knowledge, skills, tools and techniques✓ to a number of interrelated activities in order to reach the defined outcome✓ of the project within a specified time and budget/resources.✓ (3)

3.2 3.2.1
- Planning the project gives clarity on the scope of the project.
- Each team member will know what their responsibilities are.
- Planning ensures that the project starts and finishes in the time agreed upon.
- If the project manager plans for risks, they are less likely to impact the project negatively.
- Planning assists to keep track of tasks, milestones and the workflow.
- Chances of success are higher when a project is planned meticulously. (Any 2 × 1) (2)

3.2.2
- The project might end up costing more.
- There will be delays and the project will not finish on time.
- The team might lack motivation as they are not clear on their roles and responsibilities.
- The project might not be of the correct quality. (Any 2 × 1) (2)

3.3 3.3.1 Risk 1: The project might be delayed due to rain or bad weather.
Risk 2: Material or equipment may arrive late and/or poor quality.
Risk 3: Conflict between team members
Risk 4: Absenteeism or late-coming of team members
Risk 5: Untrained or unskilled labourers
Risk 6: George (client) might change his mind about the scope or specifications of the project. (Any 2 × 1) (2)

3.3.2 Contingency plan risk 1:
Use project management techniques such as fast-tracking or crashing to get the project back on track.✓✓
Contingency plan risk 2:
Maintain good relationships and contracts with suppliers. Follow up with suppliers on a regular basis.✓✓
Contingency plan risk 3:
Use strategies of managing conflict and celebrate achievements to ensure positive team spirit.
Contingency plan risk 4:
Monitor the team members daily by signing the register or by using the clocking system.
Contingency plan risk 5:
Jeffrey should immediately communicate the time and cost implication of changes to the project and ensure that George makes informed decisions.
(Contingency plan has to be relevant to risk mentioned in QUESTION 3.3.1) (2 × 2) (4)

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3.4
- Problem statement
- Project mission statement
- Project objectives
- Project stakeholders
- Work breakdown structure
- Budget
- Project work requirements
- Resources
- Control processes
- Communication
- Schedules
- Specifications to be met
- Exit criteria (Any 6 × 1) (6)

3.5 Initiating✓
- Involves setting up administrative processes in terms of reporting and how communication will be done. ✓
- Acquiring the resources needed for the project
- Recruiting the project manager and the project team
- Briefing the team in order to start the planning processes

Planning✓
- During planning the scope statement is written.✓
- A work breakdown structure is created.
- The work breakdown structure is used to estimate the time, cost and resource requirements of the project.
- After the work breakdown structure, the schedule and the budget are completed, and the plan can then be signed off in order to start the work.

Execution/implementation✓
- All processes that involve the carrying out of the project plan ✓
- All work done in order to reach the outcome or final product of the project.

Monitoring and controlling✓
- Monitoring is the process of checking that a project is running according to schedule and within budget. ✓
- Controlling involves taking corrective action when a project starts to run late or over budget.
- Monitoring and controlling are done throughout the execution phase to ensure that the project stays on track.
- Checklists are used to monitor the progress of the project.

Closing out✓
- The work of the project has been completed. ✓
- The project is examined to find out what went well, what did not, and what lessons can be learnt.
- The final product is evaluated to ensure that it is of the correct quality.
- The customer/sponsor must sign off the project if they are satisfied with the outcome. (5 × 2) (10)

3.6 7 months (1)

[30]

QUESTION 4

4.1 4.1.1 NOT Gantt chart

- Ground rules
- Desktop calendar
- Mind maps
- Presentations
- Change control system
- Email/internet
- Chart of accounts
- Fundamental tracking forms
- Master schedule
- Budget administration forms
- Milestone schedule
- Spreadsheet
- WBS
- PERT diagram
- Network diagram
- Computer project management packages (Any 5 × 1) (5)

4.1.2

- Gantt charts are more effective in small projects.
- Gantt charts communicate relatively little information per unit area of display.
- Gantt charts cannot show the importance of a single work package.
- Gantt charts do not indicate the resources required for each work package.
- The same duration appears to be of the same importance, and this can be misleading. (Any 5 × 2) (10)

4.2 4.2.1 This leadership style works best when they know how to do their job but need support.✓ They have a low need for guidance but a high need for support.✓

4.2.2 Jeffrey knows his team is willing and able to do a task and can trust them to do the task on their own.✓ He will provide the team with the project details and trust the team to deliver. They have a low need for both guidance and support.✓

(2 × 2) (4)

4.3
- Display integrity:✓ Mpho Maleka must be honest, trustworthy and transparent in how she leads the team.✓
- Pursue lifelong learning:✓ Mpho Maleka must have the desire to learn and grow and be open to new ideas.✓
- See the goal:✓ Mpho Maleka must know what the project goal is and have a strategy to achieve the goal.✓
- Encourage and inspire others:✓ Mpho Maleka must motivate individuals to work toward common goals of the team.✓
- Turn groups into teams:✓ Mpho Maleka must create a productive team out of the group of people appointed for the project.✓
- Know themselves: Mpho Maleka must know her own strengths and weaknesses – she must be willing to learn from criticism.
- Communicate effectively: Mpho Maleka should be able to adjust her communication style to the diverse people she deals with in her team.
- Help others succeed: Mpho Maleka must encourage others to reach their full potential.
- Be consistent: Mpho Maleka must apply equality by treating everyone in her team the same.
- Make decisions: Mpho Maleka must be confident in the decisions she makes even if it might mean that she will be unpopular.
- Take risks: Mpho Maleka must be willing to take risks even if there is a chance of failure. She must have courage in situations where results are not guaranteed. (Any 5 × 2) (10)

4.4
- If Mpho recognises performance, it will motivate✓ team members to continue working hard.
- It often holds rewards in terms of prizes, bonus or promotion,✓ which helps building the morale✓ of the individual and team.
- It also assists team members to have more confidence and trust. (3)

4.5
- Prizes or any reward given to a team member for a specific achievement
- Awards or certificates or bonuses given to a team member to reward achievement
- Writing a report or recording a team member's achievements in their personal files, which can be used on their CVs in future
- Public accolades or any public display of congratulating a team member in front of co-workers and usually involves a prize or certificate. (Any 3 × 1) (3)

[35]

QUESTION 5

5.1 5.1.1

- Jeffrey Morgan and his team must take note of the educational, cultural, ethical and religious detail of the community in the area where the project is taking place.
- They must take caution not to make too much noise.
- For example, it is important for Jeffrey to inform the community of any disruptions that may affect them.

5.1.2

- Jeffrey Morgan must be aware of the possible effects the project can have on the environment.
- He must make sure that the area is in a good condition after the launch and that there is no damage.
- For example, he must ensure that the roads are not damaged.
- The team must use water sparingly.

5.1.3

- Jeffrey Morgan must be vigilant of the rules and customs of the people in the area where the project will take place.
- He must make sure that the project activities do not clash with any local festivities.
- For example, it will be unethical to disrupt local celebrations.

(Any 3 × 3) (9)

5.2 Petty cash voucher for the Body and Wellness Project:

Date	Purpose	VAT	Amount	Balance

Petty cash receipt✓	
Date: _____ ✓	Number: _____ ✓
	Amount: ✓
Description: ✓	
Charged to: ✓	
Received by: ✓	
Approved by:	

(Any petty cash voucher that looks similar) (7)

5.3 5.3.1 Confidential
5.3.2 General
5.3.3 General
5.3.4 Confidential
5.3.5 Restricted
5.3.6 Restricted

(6 × 1) (6)

5.4 NOT Complex project

- Simple project
- Research and development project
- Business project
- Technical project
- Community projects

(5)

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5.5
- By decomposing the project, Jeffrey can create a work breakdown structure to make the project more manageable.
- Breaking it down into smaller chunks means that Jeffrey will find it easier to estimate time and cost of each work element.
- Decomposition may also lead to better productivity as tasks seem easier and are better planned. (3)

[30]

QUESTION 6

6.1 6.1.1 Team dynamics are the unseen forces✓ (unconscious and psychological forces) between people within a team and influence how a team behaves and performs.✓ (2 × 1) (2)

6.1.2
- Priorities:✓ If team members for the project do not have the same goals, their priorities will also differ.✓
- Structure: ✓ Physical structural barriers may stand in the way of team members communicating effectively. ✓
- Team goals:✓ If team members decide on goals together, they are more likely to work together to reach the project goals.✓
- Conflict:✓ In order to move forward and uphold good team dynamics, conflicts should be resolved as soon as possible.✓
- Trust:✓ Team members must know that they are able to rely on each other and work together towards reaching project goals.✓
- Skill levels: If team members are carefully employed for tasks for which they have the correct skill set, it will increase team dynamics.
- Cohesion: Team members share congratulations when things go right and responsibility when things go wrong.
- Flexibility: Making allowances for the obligations of each individual team member's personal life.
- Roles: Team members should be clearly informed of their roles. It every team member knows their responsibility in the project, they are more likely to work hard towards reaching the goal.
- Communication channels: Clear and open channels of communication should always be upheld.
- Formality: The formality (formal or relaxed) should be agreed upon at the beginning of the project. (Any 5 × 2) (10)

6.2 6.2.1 Insisting: Jeffrey Morgan can only use this method if firm ground rules were set at the beginning of the project and may then use it to have the final say in order to get team members to follow the rules.

6.2.2 Backing down: In cases when Jeffrey Morgan knows the team members well enough to know that the conflict will pass, he should step back and allow the situation to 'blow over'.

6.2.3 Negotiating: The process Jeffrey Morgan will follow where neither party gets exactly what they want. Parties therefore need to compromise. He can use it especially when two parties have different ideas on how to solve a problem.

(3 × 2) (6)

6.3
- Fixed costs✓ (direct) are costs that have to be paid regardless of what work is being done on the project.✓
- Example: Rent, labour (salaries), overheads✓
  (Direct management costs, direct labour, direct material, direct equipment costs, direct expenses, travel cost, legal fees, training and advertising)
- Variable costs✓ (indirect) are costs which may change during the course of the project (overheads). ✓
- Example: materials, equipment hire, transport, resources, including part-time resources✓
  (Also indirect management costs, indirect labour costs, indirect materials, indirect equipment, indirect expenses and facilities) (2 × 3) (6)

6.4 1 team member: R260 × 8 hours a day × 7 days✓
= R14 560✓
5 team members: R14 560 × 5✓
= R 72 800✓✓ (5)

6.5
- Profit
- Overheads
- Labour
- Materials
- Equipment
- Supplies
- Expenses
- Variable overheads
- Fixed overheads
- General administrative costs (Any 6 × 1) (6)

[35]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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