higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# MARKING GUIDELINE

## NATIONAL CERTIFICATE (VOCATIONAL)

## PROJECT MANAGEMENT
## NQF LEVEL 4

## 22 November 2024

**This marking guideline consists of 8 pages.**

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## SECTION A

### QUESTION 1

1.1 C
1.2 B
1.3 C
1.4 D
1.5 B
1.6 B
1.7 B
1.8 D
1.9 B
1.10 D

(10 × 1) **[10]**

### QUESTION 2

2.1
2.1.1 False
2.1.2 False
2.1.3 True
2.1.4 False
2.1.5 False

(5 × 1) (5)

2.2
2.2.1 J
2.2.2 G
2.2.3 I
2.2.4 B
2.2.5 A
2.2.6 H
2.2.7 C
2.2.8 L
2.2.9 D
2.2.10 E

(10 × 1) (10)

2.3
2.3.1 performance reviews
2.3.2 deliverables
2.3.3 contingency reserves
2.3.4 trigger event
2.3.5 constraint

(5 × 1) (5)
**[20]**

**TOTAL SECTION A: 30**

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## SECTION B

## QUESTION 3

3.1
- Schedules meetings, records decisions
- Prepares documentation for key stakeholders
- Acts as the point of contact for all project participants
- Retrieves necessary client information
- Breaks up projects into manageable tasks
- Orders resources
- Creates and updates workflows
- Monitors project progress
- Addresses project issues
- Coordinates quality controls
- Tracks project performance (Any relevant 2 × 2) (4)

3.2 3.2.1
- He must treat people with respect.
- He must be honest and transparent when dealing with stakeholders and society.
- He must do what is lawful and morally correct. (Any TWO)

3.2.2
- He must not make sexist or judgmental remarks about others.
- He must focus on solutions and not blame others.
- He must not pass judgment when people make mistakes.

(Any relevant TWO)
(2 × 2) (4)

3.3
- Financial resources
- Facilities
- Equipment and machinery
- Information
- Tools
- Time
- Human resources
- Raw materials and supplies (Any 4 × 1) (4)

3.4
- Communicate the code of conduct to the team members, so they know how to behave
- Communicate the risk management plan, project plan, etc. to explain work procedures for compliance
- Explain the project policies and procedures to them
- Communicate meeting procedures and reporting processes
- Clearly define tasks and responsibilities to prevent confusion amongst team members
- Clearly communicate project objectives
- Make team members aware of budgetary constraints (Any relevant 2 × 2) (4)

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3.5 3.5.1
- Progress meetings
- Vendor (supplier) meetings
- Project board or project steering committee meetings
- Ad hoc meetings (4)

3.5.2
- Employees will know what to do, how to do it, by when to do it and which resources they can use to do the work.
- The project manager will be able to monitor the progress of the project activities, the costs involved and the use of resources.
- Employees will know which tasks are linked by dependencies.
- The project will finish on time, it will not run over budget and the deliverables will be according to the objectives

(Any relevant 2 × 2) (4)

3.5.3 Weekly or if a critical project is being implemented daily (1)

3.5.4
- Actual versus planned update of the project (Gantt chart)
- Reasons for deviations/exceptions
- Milestones and deliverables completed
- Areas of concern
- Focus for the next week
- General comments (Any 4 × 1) (4)

3.6 3.6.1 A change request is a formal request from a member of the project team, a client, a coordinator or key stakeholder to make a change to the project scope. (1 × 2) (2)

3.6.2 Originator (1)

3.6.3
- Step 1: Develop a change control system that outlines the steps by which the official project documents can be changed.
- Step 2: Make a list of the people who have the authority to make changes to the scope of work.
- Step 3: Develop a framework to monitor, evaluate and update the scope baseline to accommodate scope changes.
- Step 4: Make sure that a system of automatic approval is in place for emergencies.
- Step 5: Keep records of all approved changes. (5)

**[37]**

**QUESTION 4**

4.1 4.1.1

- Once a problem has been identified, all aspects of the problem must be recorded and considered: the nature, possible causes, solutions and impact.✓✓
- The information will be useful not only for current projects, but for future projects as well.✓✓
- The project manager must look at the severity and possible impact of the project when deciding to which level in the hierarchy the problem should be reported.✓✓

(Any relevant 3 × 2) (6)

4.1.2

- Work breakdown structure (WBS)
- Task lists
- Project management plan
- Risk plan
- Quality plan
- Communication plan (6)

4.2 4.2.1 A quality management system is a set of policies, processes and procedures that are needed for planning and producing products that meet the needs of customers.✓✓ (2)

4.2.2

- Checking the quality of raw materials and components
- Checking the assembly of the products and components
- Checking the production of products or services
- Performing checks or inspections
- Establishing specifications of parameters to be controlled

(Any relevant 4 × 1) (4)

4.2.3

- Budget/Cost constraints
- Legal constraints
- Lack or shortage of facilities and equipment
- Lack of infrastructure
- Blockchain technology
- Quality
- Time constraints
- Lack of resources
- Economical influences
- Skills
- Knowledge and experience (Any relevant 4 × 1) (4)

4.3

- Ensures quality of deliverables
- Ensures the safety of the public
- Meets or exceeds stakeholders' needs and expectations
- Ensures that there is a quality end product/service
- Ensures that all processes involved during the project life cycle are carried out efficiently (Any relevant 5 × 1) (5)

**[27]**

**QUESTION 5**

5.1 5.1.1

- The project deliverables or objectives are not clearly defined.✓✓
- Technical data is missing.✓✓
- Several alternatives are possible at any given time during the project.✓✓
- Performance standards are unrealistic.✓✓
- Project objectives change.✓✓
- Errors occur during the design phase and are not recognised.✓✓
- No contingency plans are developed.
- Cost estimates are not developed effectively.
- The schedule is vague or unrealistic.
- Staff members lack the skills to complete the project successfully and in time.
- Roles and responsibilities are poorly defined.
- Poor estimates are made. (Any relevant 5 × 2) (10)

5.1.2

- Use the correct protective clothing and equipment as required by the job.✓✓
- Implement and comply with the relevant procedures, material requirements and methodologies in maintaining prescribed health, safety and environmental standards in the workplace.✓✓
- Implement selected mechanisms for safety, health and environmental impacts and risks. (Any relevant 2 × 2) (4)

5.1.3 Project evaluation report (1)

5.1.4

- Perform a risk assessment.✓✓
- The project risk plan should include against every identified risk an emergency plan to recover from the risk.✓✓
- The risk plan should include the name of the accountable person for recovery of the risk.✓✓
- Determine the nature of the risk.
- Know the action to be taken to resolve the risk.
- Determine the method by which the risk can be spotted.

(Any 3 × 2) (6)

5.2

- Simplicity
- Appropriate classification
- Suitable equipment
- Safety (avoiding damage by water, fire, dust)
- Security (maintain confidentiality)
- Compactness
- Trained admin staff
- Speed of retrieval
- Economical in terms of time and loss of equipment and accessories

(Any 6 × 1) (6)

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5.3 Verification is the process that is used in quality management to evaluate whether or not a product or service complies with the standards and requirements as determined by the project documents and the customer.✓✓ Validation is the process of generating documents that can prove that the product or service does conform to the quality requirements as laid down.✓✓ (2 + 2) (4)

**[31]**

**QUESTION 6**

6.1
- To avoid repeating the same mistakes
- To have a workable contingency plan
- For review purposes
- To reduce risks
- To save time
- To save costs
- For future improvements on similar projects
- To work more productively in future
- To save resources or money
- To identify what to do differently to prevent mistakes
- To review and learn from previous projects (Any 2 × 1) (2)

6.2
- Step 1: Close outstanding project work.
- Step 2: Prepare for the project closure meeting.
- Step 3: Conduct the project closure meeting.
- Step 4: Follow up on the project closure meeting. (4)

6.3
- The WBS helps the project manager to define and organise the scope of the project accurately and specifically.✓✓
- The WBS helps the project manager to assign responsibilities, allocate resources, monitor and control the project.✓✓
- The WBS enables the project manager to verify the specifics of the deliverables with the stakeholder.✓✓ (3 × 2) (6)

6.4
- Clearly state the project definition.
- Ensure that decision-making skills are good.
- Ensure that sufficient information is available.
- Clearly outline changes.
- Clearly identify project objectives.
- Outline the duties and responsibilities of stakeholders.
- Create a list of deliverables and a project schedule.
- Keep the focus on the project objectives. (Any relevant 3 × 1) (3)

6.5
- Assists in determining major problems encountered throughout the project life cycle and provides lessons for future projects✓✓
- Determines the overall quality of the final product and implements mechanisms for improving or maintaining quality✓✓
- Evaluates the product against the original objective✓✓
- Identifies outages in the final project✓✓
- Determines how to address any outages✓✓
- Determines if the overall objectives are met

(Any relevant 5 × 2) (10)
**[25]**

**TOTAL SECTION B: 120**
**GRAND TOTAL: 150**

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