higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

16 November 2022

This marking guideline consists of 9 pages.

Copyright reserved

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
1.9 True
1.10 False

(10 × 1) **[10]**

QUESTION 2

2.1 Integrity
2.2 Indirect cost
2.3 Mind map
2.4 Chart of accounts
2.5 Time
2.6 Labour Relations Act
2.7 Contingency plan
2.8 Negotiation
2.9 Work breakdown structure
2.10 Template

(10 × 1) **[10]**

Copyright reserved

QUESTION 3

3.1
- 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.
- The same duration appears to be of the same importance, and this can be misleading.
- Gantt charts do not indicate the resources required for each work package.
- The setup can be time consuming.
- The length of the bar does not indicate the amount of work.
- Gantt charts need to be constantly updated. (Any 5 × 1)

(5)

3.2
- Being insensitive towards team members.
- Not grasping or acknowledging the perception of other team members.
- Being inattentive.
- Offering no positive reinforcement or only negative reinforcement.
- Not showing interest in other team members.
- May also include factors like personal and work-related stress; team members who are not goal oriented; differing personalities; and absenteeism. (Any 2 × 1) (2)

3.3 Disruptive behaviour can lead to:
- Low morale within the retirement village project team
- Conflict might arise.
- Productivity may decrease.
- Poor-quality products
- High staff turnover (more staff have quit the project) (Any 2 × 1) (2)

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

3.5
- Giving feedback:✓ All team members must be able to and feel comfortable to give feedback to other members regarding anything which may alter the team dynamics.✓
- Supporting:✓ Team members should feel supported by the rest of the team.✓
- Listening:✓ Jonathan Goodwin must ensure that everyone in the team feels that they are being listened to.✓
- Consultation:✓ Jonathan must involve team members in the decision-making process. He must consult with the team.✓
- Discussing:✓ When team members discuss how they are feeling, problems and challenges can be resolved.✓
- Embracing diversity: Everyone in the team must feel accepted, regardless of who they are.
- Negotiating: Negotiation and compromise are essential in any team situation. The team must be able to find middle ground. (Any 5 × 2) (10)

Copyright reserved

3.6
- A relationship of trust and respect is built when commitments are honoured.
- If stakeholders are informed and feel valued, their interests will be protected. It will lead to continued support and interest in the retirement project, and possibly future projects.
- The retirement project will not succeed without the support of stakeholders.

(3)

3.7 3.7.1 Inspection: It includes activities such as measuring, examining and testing in order to ensure the quality of products/outcomes. Jonathan and his team should use a checklist to monitor the quality of every aspect because safety and quality are very important in a project such as the retirement village.

3.7.2 Fast-tracking: Jonathan can rearrange activities and perform some activities simultaneously in order to reduce the retirement village project's duration. He must make changes to the Gantt chart.

3.7.3 Decomposition: Dividing a project into more manageable parts can help Jonathan plan and control the retirement village project more easily.

(3 × 2) (6)

[30]

QUESTION 4

4.1
- Leadership: refers to an individual's ability to influence, motivate and enable others to contribute towards organisational success. Anyone who is followed by other people, even if they are not in charge. Leadership is not always appointed, but about stepping in as the leader naturally. Leadership is generally about encouraging an individual or team to reach a goal.
- Management: Managers are people in charge; they coordinate people's efforts and allocate resources to maximise efficiency in achieving identified outcomes. Management is the planning, controlling, leading, organising and decision-making that ensure that the project outcomes are reached. The manager in the project is Jonathan Goodwin. (2 × 2) (4)

4.2
- Directing:✓ Jonathan will use this style if his team has a high need for guidance and support. This style works for a team who is neither willing nor able to do a specific task.✓
- Coaching:✓ This method will work best if the team is not sure how to do the task and requires some support. Jonathan will then tell the team step by step what is expected for the specific task on hand.✓
- Delegating:✓ Jonathan knows his team is willing and able to do a task and can trust them to do the task on their own. They have a low need for both guidance and support.✓
- Supporting:✓ This leadership style works best when they know how to do their job but needs support. They have a low need for guidance but a high need for support.✓ (4 × 2) (8)

4.3
- Jonathan should maintain open channels of communication which include face-to-face communication and written methods. He must have an open-door policy.
- Jonathan should establish clearly defined roles so that every team member will know what is expected from them.
- Jonathan must be able to resolve conflicts immediately to prevent a situation where conflict escalates into worse situations.
- Celebrating achievements as a team will lead to greater team spirit as they share their success.
- If Jonathan models a positive attitude, it will ensure that his team will also be more willing and eager to do their tasks.
- Jonathan must always listen to both parties and make a decision.

(Any 5 × 1) (5)

4.4
- Step 1: Report the breach of the code of conduct. Once the breach has been reported, all parties concerned are to keep the identity of the person who reported it secret/confidential. Protect the whistle-blower.
- Step 2: Conduct an in-depth, proper and systematic investigation to verify if a breach has occurred.
- Step 3: Sanction the team member according to the rules and regulations of the agency. These sanctions may be in the form of suspension, legal action, dismissal, verbal warning or reassignment to a different project.
- Step 4: Analysis of the situation. Ask the following questions: Why did it happen? How can it be prevented from occurring again?
- Step 5: Re-educate the team member to avoid similar situations from occurring again. (5 × 2) (10)

4.5 Ethics is the set of principles which we live by and which help us to decide what is right or what is wrong.✓

For example, if one has strong ethics, one will not lie, steal project resources or treat team members unfairly.✓ (2)

4.6 4.6.1
- Jonathan and his team must take note of the educational, cultural, ethical and religious detail of the community in the area where the retirement village will be built.
- They must take caution not to make too much noise during the course of the project.
- It is ethical for Jonathan to inform the community of any disruptions that may affect them. (3)

4.6.2
- Jonathan must be vigilant of the laws and customs of the people in the area where the retirement village will be built.
- He must make sure that the building activities do not clash with any local festivities.
- It will be unethical to build on the same day as other local celebrations. (3)

[35]

QUESTION 5

5.1
- To create change by building a retirement village for the client that will provide a safe and supporting environment for many elderly people where they can enjoy their retirement.✓
- To reach the outcome by creating a retirement village that complies with all the specifications of the client within the allocated time.✓
- For example, 250 units and a fully equipped medical station. (Any 2 × 1) (2)

5.2
- Complex project,✓ because it involves many resources.✓✓
- Community project, because it will provide safe housing for elderly people.
- Technical project, because building the medical station and the layout of the retirement village as a whole involves many technical skills of professionals. (Any ONE + relevant reason) (3)

5.3

MATRIX	FUNCTIONAL
Each employee is directed by more than one manager.✓	Each employee is directed by one manager only.✓
Each employee is assigned tasks by more than one manager, often in unrelated areas.✓	Each employee is assigned tasks within a specific area by one manager.✓
Staff are not grouped together according to their roles.✓	Staff are grouped together according to their roles and functions.✓
Each employee reports to more than one manager.✓	Each employee reports to one manager only.✓
Each employee fulfils roles in more than one area.✓	Each employee fulfils a role in a defined, single area only.✓

(5 + 5) (10)

5.4 5.4.1 It is important for Jonathan and the client to agree what will be included and what will be excluded in the scope of the project. Jonathan must manage the scope carefully because changes in scope will affect the cost budget. The WBS can only be created once the scope is authorised. Jonathan has to control the scope carefully and manage the impact that scope changes might have on the project. It includes scope planning, scope definition, scope verification, and scope change control.

5.4.2 Jonathan must manage the acquisition of supplies and contracts for the retirement village project. Purchases must be made carefully in order to ensure the budget is not overspent. Quotes need to be collected from various suppliers because it may be cheaper to hire resources instead of buying. All suppliers should have contracts in order to protect both parties.

Copyright reserved

5.4.3 It is Jonathan's' responsibility to communicate with all the relevant stakeholders for the retirement village project and that he uses the correct channels of communication. It is also his responsibility to identify the best methods for communication and implement the correct processes to ensure effective communication. He can make use of meetings, phone calls, e-mails and presentations to communicate to stakeholders.

(3 × 2) (6)

5.5
- Problem statement
- Project mission statement
- Project objectives
- Project stakeholders
- WBS
- Budget
- Project work requirements
- Resources
- Risk areas with contingency plans
- Control processes
- Communication
- Schedules
- Specifications to be met
- Exit criteria

(Any 5 × 1) (5)

5.6
- Problem encountered
- Corrective action to be taken
- Reasons for corrective action
- Cost implication of the corrective action
- Priorities
- Further reporting required
- Project name
- Project manager
- Authorisation
- Date

(Any 4 × 1) (4)

[30]

QUESTION 6

6.1
- Fixed costs✓ are costs that must be paid regardless of what work is being done on the project. It is constant, e.g. rent, insurance, rates and taxes, labour (salaries), overheads, direct management costs, direct labour, direct equipment costs, direct expenses, travel cost, legal fees, training and advertising.✓
- Variable costs✓ are costs which may change during the course of the project. They vary or change in direct proportion to the number of units produced, e.g. materials, equipment hire, transport, resources, including part-time resources, indirect management costs, indirect labour costs, indirect materials, indirect equipment, indirect expenses and facilities.✓

(2 + 2) (4)

6.2
- He can employ team members with the necessary skills and experience to control financial records.
- He can ensure that the accountant keeps accurate records of costing according to the standards and procedures for the retirement village project.
- He can ensure that all records are updated as costs or prices may change**.**
- He can have an accounting software package to complete his accounting records.
- He can employ a financial manager. (Any 3 × 2) (6)

6.3 If Jonathan manages the documents of the retirement village project correctly, it will ensure that:'
- He and his team will be able to make correct decisions based on updated and relevant information.
- Time and money are not wasted in the process of creating documents that are unnecessary.
- The use of paper and other resources like printing cartridges will be controlled.
- Information fatigue does not occur; hence, team members will not miss important information.
- It will be easy for Jonathan or any team member to access information swiftly when needed.
- The project documents will be secure, since everyone does not have access to it and the confidentiality of documents will be maintained.
- By maintaining documents correctly, it creates a paper trail that will support the project when problems need to be investigated or when the project needs to be audited. (Any 5 × 2) (10)

6.4 6.4.1 Regular back-up will ensure that the information of the retirement village project never gets lost. Also for safekeeping✓ (1)

6.4.2
- The retirement village project must have a back-up policy which states how often back-up should take place.
- The project information must be kept safe with a password.
- Documents should be copied and stored at a different location.
- Documents can be kept in filing cabinets that can be locked.
- The project can use full or differential back-up to store documents on external hard drives and keep it in a safe and secure place. (Any 2 × 2) (4)

6.5 Lessons learnt document✓

Project title: Home away from home project/Retirement village project✓
Date: (any date)✓
Completed by: Jonathan Goodwin✓

Questions:	Lessons learnt:
1. Did you achieve all your set goals?✓	
2. What did you enjoy most during the project?✓	
3. What did you learn from the project?✓	
4. Briefly describe the advantages and disadvantages of the project.✓	
5. How would you analyse your team?✓	
6. Are you fully satisfied with the outcome of the project?✓	

(10)
[35]

TOTAL SECTION B: 130
GRAND TOTAL: 150

Copyright reserved