higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

(3081033)

16 November 2022 (X-paper)
09:00–12:00

This question paper consists of 7 pages.

403Q1N2216

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TIME: 3 HOURS
MARKS: 150

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 blue or black 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 When deviations from the original budget plan are identified, the client has the duty to inform senior management of the deviations.

1.2 Contractors and investors are external stakeholders.

1.3 Trend analysis is when the project manager allocates extra resources to work elements in order to ensure project success when the project is behind schedule.

1.4 After a payment has been made for cost incurred in the project, the expense register is updated to ensure that an accurate record of the approved payment is kept.

1.5 Forecasting is estimating the cost of planned events.

1.6 The project team can contribute to monitoring and controlling the cost budget performance of the project, by maintaining records.

1.7 Recognition of a team's achievement gives the team members the feeling that their skills and abilities have been acknowledged.

1.8 Activity resource estimating is a process in which the project team carefully compiles a thorough listing of the resources that will be needed in completing a project.

1.9 Variance is the difference between what has been spent and what was budgeted.

1.10 A project manager with good ethics can lie about schedules, costs, and other project-related details, which will lead to project success.

(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.

negotiation; mind map; chart of accounts; integrity; indirect cost; time; contingency plan; template; communication; work breakdown structure; Labour Relations Act

2.1 … is/are the quality of a manager which means the person is honest and has strong moral principles.

2.2 A/an … cannot be directly booked to an activity or project but are required to keep the project operational.

2.3 A graphical representation of any information is called a …

2.4 A system that is used to keep track of costs incurred by the project is a …

2.5 An example of a resource needed for the completion of a work element.

2.6 … is/are the Act that governs a person's right to join a trade union.

2.7 … is/are used to help the project to continue normally after a risk occurred.

2.8 A conflict management strategy which involves both parties to compromise.

2.9 A/an … needs to be created before costs can be estimated accurately for the project plan.

2.10 A/an … is a standardised document which simplifies administrative processes.

(10 × 1) **[10]**

TOTAL SECTION A: 20

SECTION B

QUESTION 3

Read the scenario below and answer the questions.

HOME AWAY FROM HOME: RETIREMENT VILLAGE

Jonathan Goodwin was approached to help a client build a retirement village for 250 residents. Jonathan and his team are responsible for building 175 double units and 75 single units. Every unit should be conducive for wheelchairs and should be fitted with a panic system to alert the nurses and doctors at the medical station. The overall aim of the project is to provide a safe and supporting environment for many elderly people and giving them a community where they can socialise and practise their hobbies, all while getting the medical care that they need.

Apart from the units needed, the client also asked for the following specifications:

- a medical station equipped to handle emergencies
- a community games area with televisions
- a book nook where residents can exchange books
- a garden with benches for residents to sit outside as well as a safe trail for walking
- a laundromat where residents can have their washing done

Jonathan knows that this is a major project and he will have to choose his team very carefully. Time and money will also have to be estimated cautiously in order to make sure an accurate budget and duration are communicated to the client. Jonathan also knows that clear communication will be key in the success of a project of this size. Jonathan decided on a permissive management style in order to encourage joint decision-making in the team.

Jonathan and his team estimated that the project will take 20 months to completion, taking into consideration enough time for contingencies that may arise. Jonathan and his team leader know that they will have to ensure the team is motivated continuously because the project duration is extensive. The team will also be monitored to ensure conflict is minimised.

3.1 A Gantt chart is an important project management tool. Give FIVE limitations of Gantt charts. (5)

3.2 Identify TWO behaviours that can be seen as disruptive. (2)

3.3 What are the consequences of disruptive behaviour in the team? (2)

3.4 Define *team dynamics*. (2)

3.5 Elaborate on how team dynamics can be improved through the use of consultation and joint decision-making. (5 × 2) (10)

3.6 Explain the importance of honouring commitments to the stakeholders of the retirement village project. (3)

3.7 Explain how Jonathan can use the following project management techniques:

3.7.1 Inspection

3.7.2 Fast-tracking

3.7.3 Decomposition

(3 × 2) (6)
[30]

QUESTION 4

4.1 Differentiate between *leadership* and *management*. (2 × 2) (4)

4.2 Discuss and explain how the leadership styles can be used for the retirement village project. (4 × 2) (8)

4.3 How can leadership skills and techniques be applied within the scope of the retirement village project? (5)

4.4 Explain the process to be followed according to the standard operating practices when the code of conduct is breached. (5 × 2) (10)

4.5 Define the concept *ethics*. (2)

4.6 Illustrate the application of ethical practices in the formulation and management of the project plan with regard to the following environment:

4.6.1 Social and cultural environments (3)

4.6.2 Political and international environments (3)
[35]

QUESTION 5

5.1 Identify the reasons for undertaking the retirement village project. (2)

5.2 What type of project is the retirement village? Give a reason for your answer. (3)

5.3 Differentiate between a matrix and functional organisational structure. (5 + 5) (10)

5.4 Explain the following supplementary management processes and activities:

5.4.1 Scope management

5.4.2 Procurement management

5.4.3 Communication management

(3 × 2) (6)

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5.5 The retirement village project does not have a well-written project plan. Assess the components that you will include in the project plan. (5)

5.6 Identify any FOUR aspects that you will include in a change management template for the retirement village project. (4)
[30]

QUESTION 6

6.1 Name TWO types of costs incurred in the project and give an example of each. (2 × 2) (4)

6.2 Explain THREE ways in which Jonathan will ensure that proper financial records are maintained. (3 × 2) (6)

6.3 Discuss FIVE benefits of documentation management for the retirement village project. (5 × 2) (10)

6.4 Explain the following in respect of back-up systems for the retirement village project documents:

6.4.1 The need for back-up systems for the project documents. (1)

6.4.2 The back-up system procedures to follow when using documents and computers. (2 × 2) (4)

6.5 Design a lessons learnt template for the retirement village project. (10)
[35]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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