higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 4

17 November 2022

This marking guideline consists of 7 pages.

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SECTION A

QUESTION 1

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

(10 × 1) **[10]**

QUESTION 2

2.1
2.1.1 False
2.1.2 False
2.1.3 False
2.1.4 True
2.1.5 True

(5 × 1) (5)

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

(10 × 1) (10)

2.3
2.3.1 Activity
2.3.2 Autocratic
2.3.3 Beneficiaries
2.3.4 Project objective/Objectives
2.3.5 Critical success factors

(5 × 1) (5)
[20]

TOTAL SECTION A: 30

SECTION B

QUESTION 3

3.1 3.1.1
- Manages entire project
- Develops project plan and accomplishes objectives
- Allocates available resources
- Identifies, tracks, manages and resolves project issues
- Manages overall schedule, ensuring work is assigned and completed on time and within budget (Any 2 × 1) (2)

3.1.2
- Follow communication plan
- Choice of media: written, oral and formal
- Communication technology: fax, e-mails, memos
- Project meetings
- Hard copy document distribution (Any 4 × 1) (4)

3.2 3.2.1 Project manager (2)

3.2.2
- To monitor and evaluate progress
- To make necessary adjustments to correct deviations
- To identify problems and resolve issues
- Performance highlights and updates
- Approved changes to project plan
- Risk management status updates
- Lessons learnt in execution and controlling processes
- Report on progress
- Report adjustments
- Keep track of all issues relating to project
- Keep track of communication (Any 4 × 1) (4)

3.2.3
- Actual versus planned progress
- Reasons for deviations/exceptions
- Milestones and deliverables completed
- Areas of concern
- Focus for the next week
- General comments (Any 4 × 1) (4)

3.3 3.3.1
- Compile a task list.
- Work out interdependencies between tasks.
- Estimate the time involved to complete each task.
- Get clarity on the specifications.
- Schedule the tasks.
- Determine milestones.
- Use the information to develop a project timeline. (Any 5 × 1) (5)

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3.3.2 Step 1: Identify the problem.
Step 2: Suggest possible solutions.
Step 3: Assess the solutions.
Step 4: Choose the best solution.
Step 5: Implement the solution.
Step 6: Review implementation of solution/Evaluate the solution. (6)

3.3.3
- Late deliveries of digital vaccine passports.
- Circumstances change.
- Costs increase or decrease.
- Machinery and equipment break down.
- Delivery of supplies and equipment is not up to standard.
- Tasks take longer to complete than expected. (Any 4 × 1) (4)

3.4
- A procedure for urgent matters reporting should be in place.
- The change request procedure should make provision for an urgent request.
- Procedure prioritising reporting on urgent matters should be in place.
- All stakeholders must be aware of procedure for reporting urgent matters.
- Reporting should be done in writing, memo form or e-mail.
- Stakeholders should be made aware that the matter is urgent. (Any 5 × 1) (5)

[36]

QUESTION 4

4.1 STEP 1: Define the tasks and activities and responsibilities which are to be delegated.

STEP 2: Select a competent person to carry the authority and shoulder the responsibility.

STEP 3: Specify the organisational and informational relationships and the limits of authority.

STEP 4: Establish controls to ensure that the authority is properly used.
(4 × 2) (8)

4.2
- Determine: the work that must be done (tasks)
- Who must do it (employees)
- When the work will start
- When the work will finish
- Dependencies that exist between tasks
- Resources needed to do the work
- Who will supply the resources
- What it will cost to finish the work on time (Any 7 × 1) (7)

4.3
- Physical and financial resources
- Information management
- Time management
- Quality control
- Human resource performance
- Achievement of project objectives (Any 3 × 1) (3)

4.4 4.4.1 It is a set of policies, processes and procedures that are needed for the planning and producing of products that meet the needs of customers. (2)

4.4.2
- Regular inspections✓ by individuals on completion of a deliverable✓
- Testing✓ by the clients to validate that Electronic Vaccination Data System (EVDS) works as expected✓
- Monitoring conformance with specifications✓✓
- Report on variances✓✓
- Recommendations regarding eliminating causes of unsatisfactory performance of project and processes✓✓ (Any 3 × 2) (6)

4.4.3
- Focus on your customers.
- Provide leadership.
- Involve the team.
- Use a process approach.
- Take a systems approach.
- Encourage continual improvement.
- Get the facts before you decide.
- Work with your suppliers. (Any 4 × 1) (4)

4.5
- The deliverable will not be of the quality described in the project documentation.
- It could lead to accidents and loss of life.
- The project manager will not be able to obtain sign-off from the customer or stakeholders.
- The money due for the project will not be paid.
- The project teams and suppliers will not be paid.
- The project will be a failure. (Any 3 × 2) (6)

[36]

QUESTION 5

5.1 5.1.1
- Lack of proper procedures and codes of conduct can compromise the safety of the team.
- If a team member is injured while on duty or contracts the virus due to not following Covid protocol, there may be loss of life and productivity and possible legal implications. (2)

5.1.2
- Technical equipment may break down at any time, causing delays in the work schedules.
- Might lead to financial implications since equipment would have to be repaired.
- Shortage or unavailability of equipment may delay the work schedule.
- Lack of technical knowledge and skills amongst the team members
- Systems become obsolete and upgrading is required.

(Any ONE) (2)

5.1.3
- The name of the accountable person for risk recovery
- The nature of the risk
- The action to be taken to resolve the risk
- The method by which the risk can be spotted (Any 3 × 1) (3)

5.1.4
- Observations✓ – randomly watching how project activities take place. ✓
- Regular reviews✓ – Meetings to discuss progress✓
- Scheduled evaluations✓ – Compare actual quality performance against planned performance.✓ (3 × 2) (6)

5.1.5 To identify potential risks or problems in time so that action can be taken to correct the problem or risk or minimise the effect. (2)

5.2
- Use reliable suppliers.
- Have a risk plan or recovery plan.
- Ensure policies and procedures are followed.
- Update equipment or replace faulty equipment.
- Update management cost and control reporting procedures.
- Involve stakeholders when deciding on ways to reduce or stop risks.
- Plan consultation process and involve all stakeholders. (Any 3 × 2) (6)

5.3
- Predict the risk and estimate the consequences.
- Formulate a strategy to manage the risk.
- Implement and control the risk strategy.
- Evaluate the effects and consequences of the risk strategy.
- Document the risk management process. (Any 3 × 1) (3)

5.4 5.4.1 Mitigation: To lessen or limit the impact if or when a risk occurs

5.4.2 Contingency plan: Outlines what you are going to do if a risk becomes a reality. It is a backup plan.

(2 × 2) (4)
[28]

QUESTION 6

6.1
- During implementation✓ to review progress and propose changes to the project design
- At the end of the project✓
- Few months or few years after completion,✓ called ex-post evaluation (3)

6.2
- Project schedules
- Budgets
- Project processes
- Structure of the project
- Tasks and activities
- Project teams
- Policies applied during the project (Any 3 × 1) (3)

6.3
- Use budget and budget control chart to measure finance.
- Use timeline and schedules which include deadlines to measure project time.
- Use schedules and events control charts to measure project activities. (3)

6.4
- To assist in determining major problems encountered throughout life cycle of the project and provide lessons for future projects
- To determine the overall quality of the final product and implement mechanisms for improving or maintaining quality
- To evaluate the product against the original objective
- To identify outages in the final product
- To determine if the overall objectives have been met (Any 4 × 2) (8)

6.5
- Were the resources adequate?
- How was the project carried out, was it within the budget and specified time?
- Did the project reporting take place as planned?
- What changes occurred?
- Did these changes have a negative or positive effect on the project?
- How was the project managed?
- Did the team deal with conflict constructively?
- What went well?
- What went wrong?
- Where can we improve in future? (Any 3 × 1) (3)

[20]

TOTAL SECTION B: 120
GRAND TOTAL: 150

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