higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# NATIONAL CERTIFICATE (VOCATIONAL)

## PROJECT MANAGEMENT
### NQF LEVEL 4

(3081034)

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

**This question paper consists of 10 pages.**



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**TIME: 3 HOURS**
**MARKS: 150**

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**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 question 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

Various options are given as possible answers to the following questions. Choose the correct answer and write only the letter (A–D) next to the question number (1.1–1.10) in the ANSWER BOOK.

1.1 … identifies a core problem with its root causes and symptoms.

A Problem analysis
B Contingency plan
C Problem tree
D Risk analysis

1.2 … is a tool used by project managers to consider expected cost against the benefits to be gained.

A Cost benefit analysis
B Budget
C Cost control
D Flow chart

1.3 Which of the following is generally not considered a personal attribute of the project manager?

A Energy and toughness
B Poor coping skills
C Decision-making skills
D Integrity

1.4 Accountability can be defined as:

A Responsibility without authority
B Authority plus responsibility
C Authority without responsibility
D Responsibility

1.5 In a matrix project structure, the project team takes daily direction from …

A The project manager only
B The functional manager only
C Both the project manager and the functional manager
D The project administrator

1.6 The 'from' activity must start before the 'to' activity can finish.

A Start-to-finish
B Finish-to-start
C Start-to-start
D Finish-to-finish

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1.7 A graphical display which shows activities, dates and the duration is …

A schedule
B scope
C Gantt chart
D bar chart

1.8 A means of detecting whether quality has been achieved and taking corrective action.

A Quality control
B Inspection
C Quality assurance
D Quality management

1.9 Deliveries that have already been made will be discussed during …

A progress review meeting
B vendor meeting
C project steering committee meeting
D status meeting

1.10 Used to order supplies internally

A Inventory control sheet
B Equipment data sheet
C Requisition form
D Invoice

(10 × 1) **[10]**

**QUESTION 2**

2.1 Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (2.1.1–2.1.5) in the ANSWER BOOK.

2.1.1 A deliverable is a manageable task by which the project will be monitored.

2.1.2 Minutes should be sent to attendees before the meeting so that they can add topics if needed.

2.1.3 Inclusion is something that is specifically excluded because it is needed now or likely needed in the future.

2.1.4 Non-judgemental conduct is not making sexist or racist remarks about others or telling jokes that are in bad taste.

2.1.5 Ad hoc meetings are scheduled as and when needed.

(5 × 1) (5)

2.2 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–L) next to the question number (2.2.1–2.2.10) in the ANSWER BOOK.

| COLUMN A | | COLUMN B | |
|---|---|---|---|
| 2.2.1 | This refers to the likelihood of a risk occurring. | A | project charter ☆ |
| 2.2.1 | The degree to which a set of inherent characteristics fulfils requirements | B | procurement |
| 2.2.3 | Shows the physical assemblies, sub-assemblies, components and parts needed to manufacture the product | C | precedence diagram |
| 2.2.4 | A mathematical model that can be used to estimate the probable duration of an activity, taking a range of possibilities into account ☆ | D | probability |
| 2.2.5 | The person that completes the change request form | E | force majeure |
| 2.2.6 | Document which formally recognises and authorises a project | F | work package |
| 2.2.7 | Used to schedule project activities so that they occur in the correct order | G | sponsor |
| 2.2.8 | A force which cannot be controlled by the parties to a contract, and which prevents the parties from complying with the contract | H | product breakdown structure |
| 2.2.9 | Acquiring goods from a supplier outside the organisation ☆ | I | quality |
| 2.2.10 | A deliverable at the lowest level of the work breakdown structure | J | Gantt chart |
| | | K | time estimating model |
| | | L | originator ☆ |

(10 × 1) (10)

2.3 Complete the following sentences by writing only the missing word or words next to the question number (2.3.1–2.3.5) in the ANSWER BOOK.

2.3.1 An element of work, found on the work breakdown structure … ☆

2.3.2 A/An ... leader makes all the decisions alone, without consulting the team. ☆

2.3.3 … are the people benefiting from the project.

2.3.4 ... can be specific, measurable, achievable, realistic and time bound.

2.3.5 Tasks that will determine if the project is a success or not are called … ☆

(5 × 1) (5)
**[20]**

**TOTAL SECTION A 30**

## SECTION B

## QUESTION 3

3.1 Read the scenario below and answer the questions.

**SOUTH AFRICAN VACCINE PASSPORT PROJECT**

For months now, there has been a demand for the digitised version of vaccine cards for South Africans, known as the Electronic Vaccination Data System (EVDS). COVID passports in South Africa will also simplify border systems for incoming passengers to prevent high waiting times at immigration. It will also allow South Africans to travel easily to overseas countries for business, leisure, sports, recreation spaces, events, and music festivals, to name a few.

After a slow start, South Africa is on track to vaccinate a large portion of its population in the coming months. This allowed the Phase 1 launch of SA's digital vaccine passport during the first week of October 2021 as a testing phase. Much improvement with regard to safety and security of the certificate must be made in the next few months. This certificate will be only available to fully vaccinated people.

Previously, South African citizens relied on paper cards to confirm vaccinations. After the first COVID-19 vaccine dose, a paper vaccine card was issued displaying a patient's name, ID number, and vaccine details. These cards were susceptible to damage and fraud. The *EVDS* project manager, Ms Wolmarans and her team, plans for a successful rollout of the digitised passport. Vaccinated citizens may download the certificate on their cell phones. In the early stages of the digital vaccine passport, specific guidelines for use have yet to be announced.

The South African vaccination certificate was developed in collaboration with the Council for Scientific and Industrial Research (CSIR), according to Health Minister Joe Phaala. It can be easily downloaded by visiting vaccine certificate.health.gov.za

Another perk of the South African COVID passport is access to certain discounts and prizes in participating shops and banks. The certificate and its myriad uses will be continuously updated, ensuring that it remains up to date with local and international standards.

3.1.1 What is the role of Ms Wolmarans in the Electronic Vaccination Data System (EVDS) project? (2)

3.1.2 How would you suggest that Ms Wolmarans communicate approved modifications to the stakeholders? (4)

3.2 Project records and documents must be updated before reporting on the progress of a project can be done.

3.2.1 Who is responsible for creating a progress report for the Electronic Vaccination Data System (EVDS)? (2)

3.2.2 State reasons why Ms Wolmarans should produce progress reports. (4)

3.2.3 What will Ms Wolmarans include in a weekly project report? (4)

3.3 Ms Wolmarans had to attend to a private matter, and you were asked to stand in as project manager. The stakeholders were concerned about missing or unrecognisable vaccination numbers. The health department decided to resend the vaccination numbers via SMS to all vaccinated people to help solve the systems problems.

3.3.1 As the project manager, you must prepare a timeline for the above problem.

Which steps would you follow to determine the timeline? (5)

3.3.2 Which problem-solving steps will you apply to solve a problem that occurred in the Electronic Vaccination Data System (EVDS) project? (6)

3.3.3 Identify possible deviations from the project plan. (4)

3.4 When a problem arises that requires urgent attention, one cannot always follow the reporting procedure as the matter has to be looked into urgently.

Advise your project team on how they should deal with urgent matters. (5)
**36]**

**QUESTION 4**

A project manager needs to ensure that a consistent quality control system is in place and applied throughout the project. Quality should be monitored to ensure the standards are met.

4.1 Explain how you would delegate activities within your project team. (4 × 2) (8)

4.2 Explain the purpose of a schedule of activities. (7)

4.3 Which aspects of the digital vaccine passport project should be monitored regularly? (3)

4.4 'In order to deliver quality, the project management must ensure that the entire process of producing the vaccine certificate is aimed at delivering quality.' ☆

4.4.1 Briefly explain to your team what a quality management system is. (2)

4.4.2 Briefly discuss how quality control activities can improve the quality of the digitised vaccine passport. (3 × 2) (6)

4.4.3 The ISO 9001 standards identify eight quality management principles. ☆

State FOUR of these principles. (4)

4.5 What will happen if quality is not managed on the Electronic Vaccination Data System (EVDS) project? (3 × 2) (6)

**[36]**

**QUESTION 5**

5.1 Explain the following risks that the team could anticipate in the Electronic Vaccination Data System (EVDS).

5.1.1 Health and safety risks (2)

5.1.2 Technical risks (2)

5.1.3 What should be included in the risk recovery plan? ☆ (3)

5.1.4 Explain the methods you will use to monitor and control the project risks. (3 × 2) (6)

5.1.5 Explain the purpose of risk monitoring and control to your project team. (2)

5.2 Indicate the risk management activities your team can use to reduce or limit a risk threat from arising. (3 × 2) (6)

5.3 Which activities will you identify to recover from a specific risk threat? (3)

5.4 When a project risk becomes a reality, the contingency plan is followed to mitigate the risk.

Briefly explain the following terms:

5.4.1 Mitigation ☆

5.4.2 Contingency plan

(2 × 2) (4)

**[28]**

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## QUESTION 6

Project evaluation is done to determine whether the project was successful in relation to its purpose and may provide lessons for future projects.

6.1 When should project evaluation be done? (3)

6.2 Which aspects of the Electronic Vaccination Data System (EVDS) project should be evaluated? (3)

6.3 Which tools can be used when evaluating this project? (3)

6.4 Explain why final project evaluations should be done for the Electronic Vaccination Data System (EVDS) project. (4 × 2) (8)

6.5 State THREE possible questions you can ask during the project evaluation. (3)

**[20]**

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

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