higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 4

28 November 2023

This marking guideline consists of 7 pages.

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SECTION A

QUESTION 1

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

(10 × 1) **[10]**

QUESTION 2

2.1
2.1.1 True
2.1.2 True
2.1.3 False
2.1.4 False
2.1.5 False

(5 × 1) (5)

2.2
2.2.1 J
2.2.2 E
2.2.3 B
2.2 4 A
2.2.5 K
2.2.6 C
2.2 7 D
2.2.8 F
2.2.9 H
2.2.10 I

(10 × 1) (10)

2.3
2.3.1 Constraints
2.3.2 problem tree analysis
2.3.3 Stakeholders
2.3.4 activity
2.3.5 critical success factors

(5 × 1) (5)
[20]

TOTAL SECTION A: 30

SECTION B

QUESTION 3

3.1 Project scope refers to the requirements specified for the end results. (2)

3.2
- Ethical principles
- Enthusiastic
- Positive
- Good communicator
- Visionary
- Self-reliant
- Problem solver
- Active listener
- Sensitivity and empathy (Any 3 × 1) (3)

3.3 Incremental project delivery strategy✓ is a scheduling and staging strategy where various components of a product are developed at different times and integrated as they are completed.✓✓ (3)

3.4
- Finish-to-start dependency
- Finish-to-finish dependency
- Start-to-start dependency
- Start-to-finish dependency (4)

3.5
- Experienced and qualified project manager
- Team of experienced professionals
- Budget (Any 2 × 1) (2)

3.6
- Project management plan
- Work breakdown structure
- Risk management plan
- Task lists
- Quality management plan
- Communication plan (Any 4 × 1) (4)

3.7
- Specifies the tasks to be carried out
- Names the individual that should carry out the task
- Shows the start and finish times of the task
- Elicits dependencies between tasks
- Lists resources required to perform the task
- Shows the costs to finish the work on time
- States who will supply the resources (Any 4 × 2) (8)

3.8
- To ensure that the project objectives are achieved
- To ensure costs are not exceeding the budget
- To ensure human and physical resources are used in the allocated time
- To identify deviation from the plans and plan accordingly (4)

[30]

QUESTION 4

4.1 Change request form (2)

4.2
- Request title
- Originator's name
- Originator's contact details, e.g. phone/email/mailbox
- Description of the proposed change
- Reasons for the change and possible benefits of the change
- Urgency of the change request – originator will assign a priority to the change request (Any 5 × 1) (5)

4.3
- The quality of the deliverable could have changed
- The quantity of the deliverable could have changed
- The time of delivery could have changed
- The cost of the deliverable could have changed (4)

4.4
- Accept risk.
- Avoid risk.
- Mitigate risk.
- Transfer risk. (4)

4.5
- Communication between team members and the team leader
- Communication between the various teams involved in the project
- Communication between the project manager and the various teams
- Communication between the project manager and the various stakeholders (Any 3 × 1) (3)

4.6
- Meetings/Teams meetings
- Emails
- Telephone/Video calls
- Voice messages
- Project newsletters
- Presentations
- Status reports
- SMS if members are unavailable
- Face to face for new or important information (Any 4 × 1) (4)

4.7
- To ensure that the project goals are achieved
- To ensure that the timeline is not negatively affected
- To ensure that human and physical resources are used within the time allocated
- To ensure that team members are doing what they are supposed to do
- To ensure that quality standards are adhered to
- To ensure the project stays within the budget (3 × 2) (6)

[28]

QUESTION 5

5.1
- To catch problems at an early stage
- To prevent stock shortages
- To check that tasks are done properly and on time
- To check and control the quality of the product or work done
- To check the progress of work against timelines
- To check whether quality was maintained according to standards
- To ensure that costs adhere to the agreed budget (Any 4 × 1) (4)

5.2
- 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 4 × 1) (4)

5.3 To try to make something less severe or an attempt to control the risk (2)

5.4
- Health and safety
- Financial
- Technical
- Human resource
- Administrative
- Environmental
- Legal
- Social
- Management expertise (Any 5 × 1) (5)

5.5
- Name of the person accountable for the recovery from the risk
- Nature of the risk
- Action to be taken to resolve the risk
- Method by which the risk can be spotted (4)

5.6
- Shortage of material
- Human resources
- Logistics
- Time
- Quality
- Legal constraints
- Budget/Costs
- Facilities and equipment
- Overheads
- Technology
- Skills, knowledge and experience
- Supplies (Any 5 × 1) (5)

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5.7
- Project deadline/time of delivery
- Budget
- Quality of the deliverable
- Deliverable (Any 3 × 2) (6)

[30]

QUESTION 6

6.1
- To monitor and evaluate progress as measured against the project plan and project charter to determine project status
- To correct deviation from the project plan
- To identify and resolve issues that may hinder the successful completion of the project (3 × 2) (6)

6.2 Project evaluation is the research-based process of examining the success of a project in relation to its purpose. (2)

6.3
- Deadlines: Was the project completed on time as defined in the objectives and work breakdown structure (WBS)?
- Budget: Was the budget met or project completed within the approved budget?
- Needs: Were the needs of the owners or stakeholders satisfied? (3)

6.4
- Quality control plan that lists the sequence of work and level of inspection
- Sequence determined by the build method and network inspection
- Level of control and risk imposed as surveillance, inspection, witness or hold point
- Regular inspections by individuals on completion of a deliverable
- Testing by clients to validate the solution works as expected
- Monitoring conformance to specifications
- Recommending ways to eliminate causes of unsatisfactory performance
- Reporting on variances (Any 3 × 2) (6)

6.5
- Evaluation should be impartial and done by people not involved in the project.
- Evaluation must be credible and done by people who have experience and expertise in evaluation.
- The evaluation process must be transparent.
- Evaluation should allow for decision-making improvement and future planning.
- Presentation of evaluation reports must be clear and concise. (Any 3 × 2) (6)

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6.6
- How the project management processes were used throughout the project and how successful they were in planning and tracking progress
- How well the change-management process worked and what might have worked better
- How well the project plan and project schedule reflected the actual work of the project
- Why corrective actions were taken
- Causes of performance variances and how they could have been achieved
- Outcomes of corrective actions
- Risk response plans that were implemented and whether they adequately addressed the risk events
- Unplanned risk events that occurred
- Mistakes that occurred and how they could have been avoided

(Any 3 × 2) (6)

6.7
- To avoid making the same mistakes in future
- To review and learn from the previous project
- To have contingency plans that worked
- To reduce risks
- To enable future improvements on similar projects
- To save time
- To save money or resources
- To work more productively and efficiently in future
- To identify what can be done differently to prevent mistakes in future

(Any 3 × 1) (3)
[32]

TOTAL SECTION B: 120
GRAND TOTAL: 150

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