higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 4

(3081034)

28 November 2023 (X-paper)
09:00–12:00

This question paper consists of 10 pages.

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)
PROJECT MANAGEMENT
NQF LEVEL 4
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. Use only a black or blue pen.
5. 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 answer and write only the letter (A–D) next to the question number (1.1–1.10) in the ANSWER BOOK.

1.1 … is what happens when changes are made to the project scope without any control procedures like change request.

A Scope
B Scope creep
C Scope statement
D Scope planning

1.2 ... activities include testing, monitoring conformance to specifications and reporting on variances.

A Problem-solving
B Quality-control
C Risk-control
D Risk-management

1.3 Identifies a core problem with its root causes and symptoms:

A Precedence diagram
B Problem analysis
C Problem identification
D Problem tree

1.4 … ensures that a project is adjusted or refined if changes become necessary.

A Scope change control
B Stock control
C Change control procedure
D Financial control

1.5 Any tangible support such as working staff, materials and equipment in the performance of a project:

A Staffing
B Resources
C Finance
D Consumables

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1.6 Includes start and finish dates for project activities, who must do them and when they must be done:

A Resource calendar
B Desktop calendar
C Project management plan
D Project schedule

1.7 … serve/serves as a reminder of activities and tasks that must be undertaken and states by when they must be undertaken.

A Gantt chart
B Minutes
C Progress report
D Schedule

1.8 A meeting scheduled as needed when a specific topic must be discussed and a decision must be taken that cannot wait for the next meeting:

A Vendor meeting
B Steering committee meeting
C Ad hoc meeting
D Progress review meeting

1.9 A … delivery strategy where a product is developed and implemented in one big step.

A Phase project delivery
B Iterative project delivery
C Incremental project delivery
D One-shot project delivery

1.10 A … lessens the impact of a risk.

A risk mitigation
B problem tree analysis
C risk management plan
D contingency plan

(10 × 1) **[10]**

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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 Delegation forms part of leadership skills and techniques.

2.1.2 A cost-benefit analysis is used by project managers to consider expected costs against the benefits to be gained.

2.1.3 An agenda should be sent to attendees after a meeting to add topics if needed.

2.1.4 A supply management process tells one how to identify and manage project risks step by step.

2.1.5 Progress reporting should only be done at the end of a project.

(5 × 1) (5)

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

COLUMN A		COLUMN B	
2.2.1	Item produced as an outcome of a project activity	A	milestone
2.2.2	Refers to the amount of time available to complete a project	B	work package
2.2.3	A piece of work that can be estimated realistically and can be completed quickly	C	norms and social standards
2.2.4	Indicates that a series of activities are completed and represents progress points	D	project manager
2.2.5	Person who funds a project	E	time constraint
2.2.6	Rules of behaviour that provide employees with informal guidelines on how to behave	F	supplier contract
2.2.7	Key stakeholder who has the authority to sign for resources and enforce decisions regarding the project	G	force majeure
2.2.8	Agreement between a project manager and an external supplier for delivery of a defined set of products and services	H	variance analysis
2.2.9	Measuring actual progress against the project plan or indicators, detecting variances and taking corrective actions	I	project plan
2.2.10	Main tool for maintaining control of a project	J	deliverable
		K	sponsor

(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 … refer/refers to limitations, restrictions or barriers faced by project team members as they work on a project.

2.3.2 A/An … is a quick and effective way of identifying and getting to the root cause of a problem.

2.3.3 … should receive project status information on a regular basis.

2.3.4 A/An ... is an element of work, normally found in the work breakdown structure.

2.3.5 The tasks that will determine if a project is a success or not are called …

(5 × 1) (5)
[20]

TOTAL SECTION A: 30

SECTION B

QUESTION 3

BONZA HOUSING PROJECT

Bonza Construction is one of the leading black-owned construction companies in South Africa. Established in 2016, Bonza Construction prides itself on top quality and timeous delivery, which it proudly reinforces with their core value of "We deliver". This core value is embraced by their team of experienced professionals to ensure that every project is completed on time and to the highest standard. Sipho Langa was appointed as the project manager for the Bonza housing project, to ensure that the project is running properly.

Project description:

Construction of 320 top structures in KwaZulu-Natal.

Scope:

The construction of 320 top structures where the area of each constructed unit is 50 m^2 and consists of the following:

- A bathroom with hand basin and bath
- 2 bedrooms
- A lounge and open-plan kitchen
- A 100 ℓ high-pressure solar geyser
- Electrical installation

Project status: January 2021 – December 2023

Budget: R5,2 million

3.1 Explain what is a *project scope*. (2)

3.2 State THREE characteristics that Sipho must exhibit to be an effective project manager. (3)

3.3 Briefly explain the project delivery strategy that can be applied for the Bonza Housing Project. (3)

3.4 List FOUR types of dependencies that Sipho must consider to draw up an accurate, detailed schedule. (4)

3.5 Identify TWO strengths of the Bonza Housing Project. (2)

3.6 Identify FOUR documents that Sipho can use when compiling lists of activities and prioritising these activities. (4)

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3.7 State the purpose of a schedule of activities. (4 × 2) (8)

3.8 Why should Sipho monitor the project regularly? (4)
[30]

QUESTION 4

4.1 The project sponsor suggests changes to be made to the open-plan kitchen.

Which form must be completed? (2)

4.2 List FIVE pieces of information that should be included in the form named in QUESTION 4.1. (5)

4.3 Analyse the impact of the change on the project deliverables of the Bonza Housing Project. (4)

4.4 Name FOUR risk-management strategies. (4)

4.5 Explain THREE levels of communication in a project. (3)

4.6 Advise Sipho on FOUR communication methods that he can use when communicating with stakeholders. (4)

4.7 Discuss THREE reasons why it is important to continuously track the progress of a project. (3 × 2) (6)
[28]

QUESTION 5

5.1 Why should Sipho verify and check the project activities at regular intervals? (4)

5.2 What will happen when quality is not managed during the Bonza Housing Project? (4)

5.3 Briefly explain the term *mitigation*. (2)

5.4 Name FIVE types of risk elements involved in project management. (5)

5.5 List FOUR items that Sipho should include in a risk recovery plan. (4)

5.6 List FIVE constraints that might influence the Bonza Housing Project negatively. (5)

5.7 Explain THREE impacts of these constraints on the Bonza Housing Project. (3 × 2) (6)
[30]

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QUESTION 6

One of the things that will determine whether a project will be a success, or a failure is the early identification of potential problems and resolving them as quickly as possible. It is important to have a system for reporting and documenting problems.

6.1 Give THREE reasons why reports should be produced by the project manager. (3 × 2) (6)

6.2 Briefly explain the term *project evaluation*. (2)

6.3 State THREE criteria to measure the success of the Bonza Housing Project. (3)

6.4 Briefly explain how Bonza Construction will assess the quality systems that are in place for this project. (3 × 2) (6)

6.5 Which THREE points should be considered when planning and conducting project evaluations? (3 × 2) (6)

6.6 Which THREE pieces of information should be included in the lessons-learnt document? (3 × 2) (6)

6.7 Give THREE reasons for documenting lessons learnt. (3)

[32]

TOTAL SECTION B: 120
GRAND TOTAL: 150

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