higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

27 November 2023

This marking guideline consists of 8 pages.

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SECTION A

QUESTION 1

1.1 False
1.2 True
1.3 True
1.4 False
1.5 False
1.6 True
1.7 False
1.8 True
1.9 True
1.10 True

(10 × 1) **[10]**

QUESTION 2

2.1 Gratuity
2.2 Integrity
2.3 profit
2.4 change control
2.5 Ethical
2.6 Exit criteria
2.7 coaching
2.8 network diagram
2.9 master
2.10 Forecasting

(10 × 1) **[10]**

TOTAL SECTION A: 20

SECTION B

QUESTION 3

3.1 Techniques are strategies and methods that project managers can apply to processes to achieve the best results to ensure that the project is successful. (2)

Examples: Fast-tracking, crashing, inspection, brainstorming, work authorisation, SWOT analysis, control, co-location, critical path method, decomposition, verification, trend analysis, three-point estimate, PERT, networking, risk avoidance, design review (Any 3 × 1) (3)

3.2
- If Jackson recognises performance, it will motivate team members to continue working hard.
- He may also hold rewards in terms of prizes, bonuses or promotions which help building the morale of the individual and team.
- Recognition is one of the best forms of motivation for the team.
- Acknowledgement of the team is important for work. (Any ONE) (2)

3.3 3.3.1 Directive leadership is where all the power is with the leader. It is centralised. Jackson will use this behaviour when something in the project simply must be done. He will instruct the team with regard to what needs to be done. This behaviour also relies on his team trusting him as they follow his instructions.

3.3.2 When Jackson is near the team when they complete a certain piece of work, to offer guidance when needed. He can also work with them to show his support. He must be available to answer questions whenever team members have concerns. Being a supportive leader involves building trust and helping colleagues overcome the challenges they execute.

(2 × 2) (4)

3.4 Advantages:
- It allows you to work out how long a project will take (duration).
- It lays out the order in which the activities should be completed.
- It shows the dependencies between activities.
- It shows what should have been achieved at a certain point in time.
- It allows you to see how action could bring the project back on course.
- It is the type of chart that shows the start and finish dates of a project.

Limitations:
- Gantt charts do not indicate the resources required for each work package.
- Gantt charts are more effective for small projects.
- Gantt charts communicate relatively little information per unit area of display.
- The same duration appears to be of the same importance and this can be misleading.
- Gantt charts cannot show the importance of a single work package.

(Any 5 + 5) (10)

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3.5
- Personalities and interests of the team
- Qualifications of the team
- Tasks should be challenging enough, yet not overwhelming for the team
- Competence of the team
- Capability of completing the task successfully (Any 3 × 1) (3)

3.6
3.6.1 Management
3.6.2 Management
3.6.3 Leadership
3.6.4 Management
3.6.5 Leadership
3.6.6 Management

(6 × 1) (6)
[30]

QUESTION 4

4.1
- Step 1: The breach of the code of conduct should be reported.
- Step 2: Conduct an in-depth investigation to verify whether a breach has occurred.
- Step 3: Sanction the team member according to the rules and regulations of the Hairworx project policy.
- Step 4: Analyse the situation.
- Step 5: Re-educate the team members to avoid similar situations from re-occurring. (Do not award marks if the order is incorrect) (5)

4.2 Conflict of interest is when a team member puts their personal interests above the interests of the project. (2)

OR

When a team member uses their influence to cause others to make decisions in their favour without prioritising what is best for the project's outcome.

Example: A relative of Jackson sells paint.✓ The relative then provides the paint for the Hairworx project which might not even be the best quality or best priced paint. Jackson does not disclose that it is a relative of his who provides the paint, thus prioritising his relative's interests over those of the project.

(Any ONE) (1)

4.3
- Initiation/Conception
- Planning
- Execution/Implementation/Launch
- Monitoring and controlling
- Close-out/Closure (5)

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4.4 Project management:
- Creates a change in circumstances
- Uses resources which are available for the project only
- Works on a defined timescale with a definite end date
- Creates a unique outcome
- The team has been brought together for the project only
- Motivates the team and stakeholders
- Negotiates effective solutions to the project's conflicts

General management:
- Effectively manages and builds on a stable workplace
- Uses resources which are fixed
- Works on an ongoing basis with no definite end date
- Sustains and develops ongoing outcomes
- Manages staff on an ongoing basis
- Motivates staff and stakeholders
- Negotiates effective solutions to the organisation's conflicts (Any 5 + 5) (10)

4.5
- By decomposing the Hairworx project, Jackson can create WBS to make the project more manageable.
- Breaking it down into smaller chunks means that Jackson will find it easier to estimate the time and cost of each work element.
- Decomposition may also lead to better productivity, as tasks seem easier and are better planned.
- Decomposition allows managers to better direct and monitor the project team. (Any 3 × 1) (3)

4.6 4.6.1
- Everyone has the right to fair labour practices.
- Any worker has the right to form and join a trade union or take part in the activities of a trade union.
- Any worker has the right to strike.

4.6.2
- Human dignity is the recognition that human beings possess a special value intrinsic to their humanity.
- Every person therefore has the right to be treated with respect simply because they are human beings.
- No person should be embarrassed or mocked for who they are or the choices they make.

4.6.3
- Everyone is equal before the law and has the right to equal protection and benefit of the law.
- No one may be unfairly discriminated against based on race, gender, sex, pregnancy, marital status, age, language, etc.
- All South Africans are equal in the eyes of the law and no one deserves better treatment.

(3 × 3) (9)
[35]

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QUESTION 5

5.1
- Listening: Jackson must ensure that everyone in the team feels that they are being listened to.
- Consultation: Jackson must involve team members in the decision-making process.
- Giving feedback: All team members must be able to and feel comfortable to give feedback to other members regarding anything which may alter the team dynamics.
- Supporting: Team members should feel supported by the rest of the team.
- Discussing: When team members discuss how they are feeling, problems and challenges can be resolved.
- Negotiating: Negotiation and compromise are essential in any team situation. The team must be able to find middle ground.
- Embracing diversity: Everyone in the team must feel accepted, regardless of who they are. (Any 3 × 2) (6)

5.2
- Single parents not being allowed to leave from work when their child is sick
- Vegetarians not being catered for at meal times or special events
- An orthodox Jew being expected to work on a Saturday
- Halaal food not being available for Muslim team members in the cafeteria or at special events
- Staff who rely on taxies as a source of transport who miss the taxi as a result of working late
- May also include: A lack of respect and trust, different mindsets, poor listening skills, lack of knowledge, uncertain about the outcomes or goals, internal competitiveness of team members, team members withholding information (Any 5 × 2) (10)

5.3 5.3.1 One painter:
Hourly rate × hours per day × days
R35 × 8 × 3
= R840

Three painters:
R840 × 3
= R2 520

OR

35 × 8 × 3 × 3 = R2 520✓✓✓✓ (4)

5.3.2 Paint:
Unit cost × quantity
R50 per litre × 50 litres✓
= R2 500✓

Equipment:
Daily rent × days
R230 × 3✓
= R690✓ (4)

5.3.3 R2 520 + R2 500 + R690✓
= R5 710✓
(Award marks if different methods were used, but arrived at correct answer) (2)

5.3.4
- Materials
- Vehicles
- Computers
- Time
- Money
- Electricity (Any ONE) (1)

5.4
- Jackson must present the deviations in the budget to the relevant stakeholders on a template.
- He must send a written copy to every stakeholder.
- Jackson must complete a change control template and get the necessary authorisation. (3)

[30]

QUESTION 6

6.1
- Standardised pre-formatted documents ensure that all the relevant information will always be included.
- Templates save time as documents do not have to be created from scratch every time.
- Templates make it easier to find information easier and ensure that no information is left out. (Any 2 × 2) (4)

6.2 Petty cash voucher for the Hairworx project:

Date✓	Description✓	Amount✓	VAT✓	Balance

Petty cash receipt	
Date: _____	Number: _____✓
Description:✓	Amount:✓
Charged to:✓	
Received by:✓	
Approved by:✓	*Signature:*

(10)

6.3
- Jackson can appoint more than one person to conduct the inspection.
- Jackson can design a well-planned checklist to make sure all aspects of a deliverable is inspected.
- He can hire individuals who are qualified and have a lot of experience in the areas concerned. (Any 2 × 2) (4)

6.4 6.4.1

- Risk 1: The project might be delayed due to rain or bad weather.
- Risk 2: Material or equipment may arrive late and/or be poor quality.
- Risk 3: Conflict may arise between team members.
- Risk 4: Absenteeism or late-coming of team members.
- Risk 5: Max or Jessie might change their mind about the scope or specifications of the project. (Any 3 × 1) (3)

6.4.2

- Contingency plan risk 1: Use project management techniques such as fast-tracking or crashing to get the project back on track.
- Contingency plan risk 2: Maintain good relationships and contracts with suppliers. Follow up with suppliers on a regular basis.
- Contingency plan risk 3: Use strategies of managing conflict and celebrate achievements to ensure positive team spirit.
- Contingency plan risk 4: Have a back-up plan. Employ new staff. Discipline staff.
- Contingency plan risk 5: Jackson should immediately communicate the time and cost implication of changes to the project and ensure that Max and Jessie make informed decisions. (Any 3 × 2) (6)

6.5

- To renovate the double garage of the clients into a fully functioning hair salon within two weeks with a budget of R160 000
- To reach specific outcomes of the clients for example a coffee station, restroom and the furniture, style and colours of preference (2 × 2) (4)

6.6

- Confidential documents should be password-protected and saved on computers.
- Manual files should be locked away in cabinets and drawers.
- Administration staff should never leave documents visible and unattended.
- Only selected people should have access to confidential documents to ensure accountability. (4)

[35]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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