higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

(3081033)

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)
PROJECT MANAGEMENT
NQF LEVEL 3
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. Start each section on a new page.
5. Use only a black or blue pen.
6. Write neatly and legibly.

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SECTION A

QUESTION 1

Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.1–1.10) in the ANSWER BOOK.

1.1 Timeline is the process of deciding what will be done, when and by whom.

1.2 Cost estimating is when an approximation of the costs of the resources needed to complete project activities, are developed.

1.3 A project audit trail is a sequence of steps that can be traced using documents as proof of actions and decisions taken during a project.

1.4 Variable costs are the costs that remain constant during the course of the project.

1.5 A democratic manager tells their team members exactly what to do and how to do it.

1.6 Core competencies are the generally applicable competencies expected from a project team member.

1.7 An electronic-based filing system involves storing documents in files in filing cabinets.

1.8 Retrieval, retention and protection of project documents are part of the duties of the project administrator.

1.9 Poor communication may cause conflict in a team.

1.10 The roles of a manager include interpersonal, informational and decisional roles.

(10 × 1) **[10]**

QUESTION 2

Complete the following sentences by choosing a word or words from the list below. Write only the answer next to the question number (2.1–2.10) in the ANSWER BOOK.

master; exit criteria; ethical; forecasting; integrity; gratuity; coaching; network diagram; profit; change control; milestone

2.1 … is/are the money or gifts given to someone to thank them for doing something.

2.2 … is the quality of a leader that displays that they are trustworthy, honest and transparent.

2.3 A … markup must be included when estimating the cost of each element.

2.4 A series of documents which lay out the procedure of how change will be dealt with for the duration of the project, is known as a/an … system.

2.5 … behaviour displays an awareness of the practice of what is wrong and what is right.

2.6 … is an element of the project plan.

2.7 The leadership style known as a … style works best when the team members are not sure how to do the job and require some support.

2.8 A/An … is a graphic tool for indicating the interdependencies between tasks in a project.

2.9 A/an … schedule is used to summarise all the major deliverables and milestones of a project.

2.10 … is estimating or predicting the cost of future events.

(10 × 1) **[10]**

TOTAL SECTION A: 20

SECTION B

Read the scenario below and answer the questions that follow.

MJ HAIRWORX PROJECT



Max and Jessie were forced after the COVID-19 pandemic to start over. The power couple knew that they would save money by renovating a room in their house and working from home rather than renting a place to do business from the mall. They started MJ Hairworx from their home which was based in a good area in January 2022. They decided to hire a company to renovate their double garage into a fully functional hair salon. The garage has easy access, which also means it would not impede their privacy when clients come and leave.

Jackson and his team were appointed to manage the Hairworx project and met with Max and Jessie to establish the outcomes, specifications, timeframe and budget for the project. Max and Jessie discerned exactly what they wanted, which made it very easy for Jackson to write the project scope statement. Max wanted a rustic look with wood textures, brown, black and grey colours. Jessie wanted a coffee station with a coffee machine, as well as many green plants. The salon should look modern, but should still feel like home to clients. The couple also asked for comfortable chairs at the washbasins, a sitting area with couches where clients can relax while they wait as well as a restroom for clients. Both Max and Jesse wanted big windows and glass sliding doors for plenty of natural light to come into their salon.

With 15 years' experience, Jackson knew that he would live up to the expectations for the Hairworx project, but should nonetheless be vigilant for risks that may occur. The budget for the project was estimated at R160 000. Jackson scheduled the project to take place within two weeks for the couple to start working from their newly renovated salon as soon as possible.

QUESTION 3

3.1 Explain what a *technique* is in relation to project management and give THREE examples of techniques that can be used for the Hairworx project. (5)

3.2 Explain why it is important for Jackson to give recognition to his team. (2)

3.3 Differentiate between the TWO basic behaviours of a leader:

3.3.1 *Directive*

3.3.2 *Supportive*

(2 × 2) (4)

3.4 A Gantt chart is a useful project management tool.

Discuss the advantages and limitations of using a Gantt chart for the Hairworx project. (5 + 5) (10)

3.5 Identify THREE aspects that Jackson should consider when identifying tasks for the project team in accordance with the project plan. (3 × 1) (3)

3.6 Indicate whether the following tasks/duties are the responsibility of LEADERSHIP or MANAGEMENT by writing only 'Leadership' or 'Management' next to the question number (3.6.1–3.6.6) in the ANSWER BOOK.

3.6.1 Defining roles and responsibilities for team members

3.6.2 Planning the project by establishing goals and formulating strategies to reach goals

3.6.3 Motivating the team to follow the vision of the project

3.6.4 Delegating tasks to team members who are experienced and confident in their abilities

3.6.5 Encouraging team members to develop themselves personally

3.6.6 Comparing the actual performance of the team against the project plan

(6 × 1) (6)
[30]

QUESTION 4

4.1 When the code of conduct is breached, the project manager should follow a five-step process to handle the breach.

Name the FIVE steps that Jackson should follow to handle the breach. (5 × 1) (5)

4.2 Conflict of interest should be included in the code of conduct for the Hairworx project.

Explain what is meant by *conflict of interest* and give an example. (3)

4.3 List the FIVE project management processes that Jackson should follow according to the PMBOK. (5 × 1) (5)

4.4 Differentiate between *project management* and *general management* to the project management team. (5 + 5) (10)

4.5 Why is it important to decompose the Hairworx project? (3)

4.6 The personal rights of team members must be honoured and respected during the project.

Explain how Jackson can apply ethics with regard to the following personal rights:

4.6.1 Labour relations

4.6.2 Human dignity

4.6.3 Equality

(3 × 3) (9)
[35]

QUESTION 5

5.1 Name and discuss THREE ways in which team dynamics can be improved through the use of consultation and joint decision making. (3 × 2) (6)

5.2 Explain FIVE situations that can hamper the efficiency of the project team. (5 × 2) (10)

5.3 Jackson needs to determine the resource requirements for the Hairworx project. He estimates that to paint the double garage, the following will be needed: Three painters working eight hours a day for three days and 50 litres of paint. The painters will need rollers, ladders, brushes and extension poles at a cost of R230 per day. The painters earn R35 per hour and the paint costs R50 per litre.

5.3.1 Calculate the total cost for the painters. (4)

5.3.2 Calculate the cost of the paint and equipment. (2 × 2) (4)

5.3.3 Calculate the total amount of resources required to paint the Hairworx salon. (2)

5.3.4 Name ONE other resource needed for the completion of the Hairworx project which is NOT mentioned in QUESTION 5.3.1–5.3.3. (1)

5.4 How should Jackson communicate deviations of actual cost against budgeted costs to a higher authority? (3)
[30]

QUESTION 6

6.1 Why is it beneficial for projects to use templates? (2 × 2) (4)

6.2 Design a simple petty cash voucher and petty cash receipt template for the Hairworx project. (10)

6.3 Project management tools and techniques often have limitations.

What corrective steps can Jackson take to counter the limitations of inspection? (2 × 2) (4)

6.4 Risk areas with contingency plans are a crucial part of the project plan.

6.4.1 Identify any THREE risks that can occur during the Hairworx project. (3 × 1) (3)

6.4.2 Develop a contingency plan for each of the risks mentioned in QUESTION 6.4.1. (3 × 2) (6)

6.5 Briefly explain the objectives of the Hairworx project that should be included in the project plan. (2 × 2) (4)

6.6 How should the project administrator of the Hairworx project handle sensitive or confidential documents? (4 × 1) (4)

[35]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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