higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

(3081033)

7 December 2020 (X-paper)
09:00–12:00

This question paper consists of 7 pages.

375Q1N2007

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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 question 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

Complete the following sentences by writing only the missing word or words next to the question number (1.1–1.10) in the ANSWER BOOK.

team dynamics; variance; team; project plan; charter of accounts; policies; verification; spreadsheet; data; inspection; group; Gantt chart

1.1 A project manager cannot start with a project before the … is approved.

1.2 … are unseen forces between members within a team.

1.3 A … is a computer-generated document that shows accounting data in rows and columns.

1.4 … is the difference between what has been spent and what has been budgeted for.

1.5 A group of people with different skills who must work together on a task to reach a common goal is called a …

1.6 … is a technique used by a project manager to make sure that all deliverables are checked and at an acceptable standard.

1.7 A/An … is a project-management tool used to show the time it will take to complete a task as well as the interdependencies between tasks.

1.8 … are a way of dealing with a project team that requires the team to follow the ground rules of the project.

1.9 A … is any system that keeps track of the cost incurred by the project.

1.10 … is a technique that the project manager can use to evaluate a product at the end of a project to ensure it meets the required standards.

(10 × 1) **[10]**

QUESTION 2

Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (2.1–2.10) in the ANSWER BOOK.

2.1 Project management tools are tangibles such as computers, spreadsheets and templates.

2.2 The Employment Equity Act is used in projects to ensure fair labour practices and worker participation in decision making.

2.3 Culture is a set of moral principles or values that tell people what is right or good.

2.4 Estimated costs include rent and salaries that occur every month and are an important part of the project budget.

2.5 Project management is the process of managing and organising the resources of time, money, people and equipment in such a way that the project being managed is completed within the defined scope and at the expected quality level.

2.6 An important part of the monitoring process is to measure the actual amount spent against the budgeted amount.

2.7 Templates make it difficult for project managers to write reports and compare team performance.

2.8 A project manager can ensure ethical behaviour by ensuring ethical treatment of team members during hiring, appraisals, disciplining and firing.

2.9 External stakeholders such as line, senior and executive managers are interested in the budget of each project.

2.10 Senior management must get approval when additional expenditure occurs in the project budget.

(10 × 1) **[10]**

TOTAL SECTION A: 20

SECTION B

Read the scenario below and answer the questions.

QRA PRODUCT LAUNCH

QRA is a company that specialises in various security services that include armed and unarmed guarding, armed tactical support, investigations and high-valued asset protection. The company recently designed a new app called GO surveillance. This app gives notifications to selected contacts as well as QRA security when the user of the app is in a high-risk area, outside their usual day-to-day perimeter, in an immobile position for too long or when the person sends a distress signal. The app then ensures that a high-tech drone is sent to the location to scan the perimeter and an armed response team is dispatched to the user within ten minutes. The app is not available on the market yet and QRA security wants to launch the GO surveillance app at a formal product launch.

The company asked project manager, Lerato Khumalo, to organise the launch of the product. The launch should include live entertainment, a live demonstration of how the app works by the QRA team, food and drinks, as well as an exhibition of other products made by the company. The launch should accommodate 2 000 people and provisions must be made in case of rain or bad weather.

Lerato recruited her best team of 21 members and appointed Gift Nhlapo as the project team leader. Lerato and Gift have been working together for the past 10 years and she knows she can trust him with a big project like this. Their first task is to find a suitable outdoor venue where the demonstration can take place and that can host the specified number of guests. Thereafter, they will start with all the specifications of the project plan to ensure that the QRA project launch is a huge success.

QUESTION 3

3.1 Differentiate between *project work* and *nonproject work*. (3 + 3) (6)

3.2 Explain THREE leadership skills that Gift Nhlapo can use in the project. (3 × 3) (9)

3.3 Name FIVE types of projects that can be used in project management. (5)

3.4 Discuss the relationship between ethics and each of the following aspects included in a code of conduct:

3.4.1 Acceptance of gifts, rewards or discounts

3.4.2 Relationship with the public

(2 × 2) (4)

3.5 Name FIVE aspects that should be included when estimating the cost of a work element for the QRA project. (5)

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3.6 Risks are inevitable in a big project like the QRA launch.

3.6.1 Name TWO risks that are likely to hamper the QRA launch. (2)

3.6.2 Give a contingency plan that can be implemented for each of the TWO risks mentioned in QUESTION 3.6.1. (2 × 2) (4)

[35]

QUESTION 4

4.1 Explain FIVE criteria and behaviours that contribute to a feeling of being valued. (5 × 2) (10)

4.2 Explain each of the following project-management subprocesses:

4.2.1 Quality management

4.2.2 Resource management

4.2.3 Time management

(3 × 2) (6)

4.3 Explain the TWO types of costs that can be used in the QRA project and give ONE example of each. (3 + 3) (6)

4.4 Differentiate between a *democratic manager* and a *directive manager*. (2 + 2) (4)

4.5 List THREE support systems available to a project team. (3)

4.6 Explain the term *crashing* as a project-management technique. (1)

[30]

QUESTION 5

5.1 Differentiate between a *matrix organisational structure* and a *functional organisational structure*. (3 + 3) (6)

5.2 Which FIVE features can improve the cohesive performance of a project team? (5 × 2) (10)

5.3 Explain the application of each of the following ethical practices as it relates to the QRA launch:

5.3.1 Political and international environment

5.3.2 Physical environment

5.3.3 Social and cultural environment

(3 × 3) (9)

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5.4 Indicate whether each of the following documents used in the QRA project are confidential, restricted or general:

5.4.1 Schedule of the project manager

5.4.2 Templates

5.4.3 QRA training manual

5.4.4 Contracts

5.4.5 Health records of the QRA team

(5 × 1) (5)
[30]

QUESTION 6

6.1 Draw up a lessons-learnt template that can be used in the QRA project. (10)

6.2 Give FIVE disadvantages of using a Gantt chart for the QRA project. (5)

6.3 Name and explain FIVE roles of Gift Nhlapo as a project team leader. (5 × 2) (10)

6.4 List FIVE components that should be included in the project plan of the QRA project launch. (5)

6.5 It is estimated that it will take five workers three days to set up the stage for the QRA launch project. The workers are paid R220 per eight-hour workday. The stage will use 12 steel reinforcements of R300 each and 30 panels that cost R160 each.

Calculate the total cost of the stage set-up. (5)
[35]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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