higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

XX February 2020

This marking guideline consists of 9 pages.

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SECTION A

QUESTION 1

1.1 Ethics
1.2 open-door policy
1.3 Fixed
1.4 project plan
1.5 Security
1.6 Confrontation
1.7 whistle blower
1.8 crashing
1.9 contributing stakeholder
1.10 work authorisation

(10 × 1) **[10]**

QUESTION 2

2.1 False
2.2 False
2.3 True
2.4 False
2.5 True
2.6 True
2.7 False
2.8 True
2.9 False
2.10 False

(10 × 1) **[10]**

QUESTION 3

3.1 C
3.2 D
3.3 A
3.4 I
3.5 G
3.6 H
3.7 J
3.8 K
3.9 F
3.10 B

(10 × 1) **[10]**

TOTAL SECTION A: 30

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SECTION B

QUESTION 4

4.1
- The project is about change and has defined outcomes.
- It is reliant on stakeholder involvement.
- It creates change.
- The outcome can be tangible or intangible.
- It can vary in size.
- It can involve a few or many people. (Any 5 × 1) (5)

4.2 **GANTT CHART FOR EMPTY CANVAS ART PROJECT✓**

Activities	Duration			
	Week 1	Week 2	Week 3	Week 4✓
1. Evaluation of student's talents and abilities✓	✓			
2. Teaching various art techniques✓		✓		
3. Students produce artwork✓			✓	
4. Art exhibition✓				✓

(10)

4.3
- Inspection takes time.
- The person inspecting the deliverables may miss something.
- One person's idea of acceptable standards may not be the same as another person's.
- A deliverable may consist of more than one area of expertise and the person conducting the inspection may not be an expert in all areas.

(Any 3 × 1) (3)

4.4
- All commitments made at the beginning of the project with regard to regular communication and feedback to stakeholders must be honoured as it ensures that stakeholders keep their interest in the project.
- Stakeholders and their interest are very important for the overall success of the project and should therefore be treated as assets of the project.
- Honouring commitments and open communication builds trust that might be valuable for future projects or new opportunities. (Any 2 × 2) (4)

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4.5
- 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, et cetera.
- All South Africans are equal in the eyes of the law and no one deserves better treatment than another person. (3)

4.6
- Project manager – Lucia Sithole oversees the Empty Canvas Art Project until the objectives have been met.
- Project team leader – Grace Palette; her role is to lead and communicate with the project team to ensure that deliverables are met.
- Sponsors – Department of Arts and Culture, Business and Arts South Africa and the Standard Bank group provide the finances and authorise the spending of the project funds.
- Various schools – Their role is to receive the Empty Canvas Art Project and to adjust their schedules to allocate sufficient time for the project.
- Students – They take part in the projects and to exhibit their talents and creativity.
- Possible employers – Attend the exhibitions and identify talents that can benefit their organisations and provide employment opportunities. (Any 2 × 2) (4)

4.7 R100 000 per school (1)
[30]

QUESTION 5

5.1
- Forecasting
  Predicting future events (not planned or scheduled, but possible events)

- Estimating
  Predicting the cost of planned events. Involves determining the upper and lower limits of the information being investigated. (2 × 2) (4)

5.2 5.2.1 Hourly rate × hours per day × days
R45 × 8 × 3✓
= R1 080✓
Rate per painter x number of painters
R1 080 × 5✓
= R5 400✓ (4)

5.2.2 Unit cost × quantity
R120 × 45✓
= R5 400✓ (2)

5.2.3 Painters + paint
R5 400 + R5 400✓
= R10 800✓ (2)

5.3
- Time and money are not wasted creating documents which no one will use.
- Use of resources (paper) is controlled.
- It eliminates information fatigue.
- Sound decisions are made on up-to-date information.
- Information/Documents are easily accessible.
- Information/Documents are kept secure and confidential.
- A paper trail is kept. (Any 5 × 2) (10)

5.4
- Establish clearly defined roles: Lucia must ensure that every team member knows the role he/she is expected to play as well as the roles of the other team members.
- Maintain open channels of communication: She must ensure open and honest channels of communication between herself and the team as well as between team members.
- Develop a way to resolve conflict: Lucia should not ignore conflict but develop good conflict-resolution skills with her team members. She must try to solve the conflict as close to the source as possible.
- Display a positive attitude: Teams tend to model the attitude of the leader. If Lucia is positive her team will adopt her attitude.
- Celebrate the achievements as a team: Team spirit develops when successes are celebrated as a team. (5)

5.5
- Mind maps
- Ground rules
- Master schedule
- Network/PERT diagrams
- Gantt charts
- Fundamental tracking forms
- Email/Internet
- Desktop calendars
- Change control system
- Charter of accounts
- Milestone schedule
- WBS
- Spreadsheets
- Budget administration forms
- Presentations

(Any 3 × 1) (3)
[30]

QUESTION 6

6.1
- Initiating: Formal recognition that the Empty Canvas Art Project exists by establishing the mission and vision, goals and milestones for the project.
- Planning: Select and develop the best course of action to achieve the objectives of the Empty Canvas Art Project. Set the project plan with all its elements including schedule and resources (human resources included).
- Execution (also implementation): It involves co-ordinating all resources in order to reach the goals of the Empty Canvas Art Project. The actual project work begins.
- Monitoring and controlling: To make sure the Empty Canvas Art Project objectives are achieved the progress must be checked regularly in order to identify variance. If variance is identified Lucia Sithole must take corrective action.
- Close-out: As soon as the Empty Canvas Art Project is formally completed the documents about lessons learnt are completed and the handover documents are signed. (5 × 2) (10)

6.2
- Understand, plan and control the work.
- Instil a sense of ownership into each team member's contributions to the project success.
- Ensure that the work is broken down to a level where the work packages are easily understood.
- Break down the work so that it is possible to estimate costs accurately.
- Break down the work so that it can be easily scheduled and fitted into its interdependencies with other work packages.
- Ensure that the project starts as early as possible (Any 3 × 1) (3)

6.3
- It is one of the requirements of the closure phase of any project.
- Lucia and the team must learn from their achievements and mistakes.
- Lucia and the team can suggest recommendations based on their experiences.
- It will assist the team in the planning of future projects. (Any 2 × 2) (4)

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6.4
- Structure: There may be differences in personalities or physical barriers that prevent the flow of communication and separates the team.
- Team goals: Teams should decide together on the goals at the beginning of the project because they will be more likely to work hard towards achieving the goals if they were included in the decision-making process.
- Priorities: If team members have different goals they will have different priorities (affect their commitment to the goal).
- Roles: Team members who are not sure of their jobs or what their roles are create unhealthy team dynamics – situations can occur where some team members feel that a person is not doing his/her work or enough work in comparison to the workload.
- Formality: The level of formality (formal/relaxed) must be discussed at the beginning of the project.
- Communication channels: Communication channels must be clear and open at all times. Communication must be free.
- Flexibility: Flexible teams will adjust and make allowances for the personal obligations of the team members.
- Cohesion: The team must share responsibility when things go wrong and share rewards when it goes right.
- Skills levels: A team with good dynamics is likely to have people employed to do tasks for which they have the necessary skills.
- Trust: Members should trust their fellow team members to work equally as hard as everybody else to achieve the project objectives.
- Conflict: Conflict is inevitable but the team will only be a success if they learn how to deal effectively with conflict. (Any 5 × 2) (10)

6.5
- Awards
- Prizes
- Public accolades
- Reports filed in team members staff file (Any 3 × 1) (3)

[30]

QUESTION 7

7.1

- Good communicator: Good communication skills means that Lucia is able to ensure that every member of the unit understands and correctly interprets the information provided in different forms of communicating.
- Integrity: Lucia's behaviour sets the tone for the entire staff. If she displays integrity she will gain their trust and willingness to work.
- Enthusiasm: Lucia must be positive and enthusiastic so she will be respected by her staff.
- Competence: Lucia must display a thorough knowledge of what she is doing.
- Ability to delegate tasks: As a good manager Lucia must trust her workers and display this trust by allowing them to be responsible for tasks delegated to them
- Cool under pressure: Lucia must not react to stress where it can upset her staff. She must always remain calm.
- Problem-solving skills: Lucia must display personal problem-solving skills as well as encourage team members to contribute to problem solving.

(Any 5 × 2) (10)

7.2

PROJECT MANAGEMENT	GENERAL MANAGEMENT
Creates a change in circumstances	Effectively manages and builds on a stable workplace
Uses resources which are available for the project only	Uses resources which are fixed
Works on a defined time scale with a definite end date	Works on an ongoing basis with no definite end date
Creates a unique outcome	Sustains and develops ongoing outcomes
Team has been brought together for the project only	Manages staff on an ongoing basis
Motivates the team and stakeholders	Motivates staff and stakeholders
Negotiates effective solutions to the project's conflicts	Negotiates effective solutions to the organisation's conflicts

(Any 6 × 1) (6)

7.3
- Giving feedback
  All team members must be able to 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.
- Listening
  Lucia must ensure that everyone in the team feels that they are being listened to. She must have excellent listening skills.
- Consultation
  Lucia must consult with the team on a regular basis.
- Discussing
  When team members discuss their feelings, problems and challenges can be resolved.
- Embracing diversity
  Everyone in the team must feel accepted regardless of who they are.
- Negotiating
  Negotiation and compromise are essential in any team situation. The team must be able to find middle ground and to reach consensus. (Any 6 × 1) (6)

7.4 Leaders
A leader creates an inspiring vision for the future. Motivates and inspire people to engage with that vision. Leaders inspire others to lead or guide other individuals. The leader in the case study is Grace Palette.
Managers
Managers are people in charge, they coordinate people's efforts and allocate resources to maximise efficiency in achieving identified outcomes. The manager is the person responsible for planning, controlling, leading, organising and decision making. The manager in the project is Lucia Sithole.
(2 × 2) (4)

7.5.1
- A situation in which the concerns or aims of two different parties are incompatible.
- Lucia and her team must not do anything that can bring their personal/individual interest in conflict with their duties on the project.
- If a team member knows anyone that can be a possible asset or supplier for the project, he/she must inform Lucia. (Any 2 × 1)

7.5.2
- Obeying the law. Conforming to rules, such as specifications, policies, standards or law.
- The section of code of conduct should state that no team member is allowed to break the law under any circumstances.
- Team members are also expected to abide by other laws, for example industry standards. (Any 2 × 1)

(2 × 2) (4)
[30]

TOTAL SECTION B: 120
GRAND TOTAL: 150

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