higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

(3081033)

10 March 2020 (X-paper)
09:00–12:00

This question paper consists of 8 pages and 1 addendum.

405Q1S2010

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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 blue or a black pen.
6. Write neatly and legibly.

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SECTION A

QUESTION 1

Complete the following statements by choosing a word or words from the list below by writing only the answer next to the question number (1.1–1.10) in the ANSWER BOOK.

project plan; fixed; spreadsheet; contributing stakeholder; ethics; open-door policy; work authorisation; crashing; confrontation; whistle blower; security

1.1 … are principles guiding a person in what is right or wrong.

1.2 By having a/an … .the project manager can make it clear to the team that support is available.

1.3 … costs have to be paid regardless of what work is done on the project.

1.4 The problem statement, budget, schedules and exit criteria are elements of the …

1.5 … is a filing system requirement which ensures that the confidentiality of project documents are maintained.

1.6 … is a conflict management strategy in which the project manager deals with a situation directly and objectively.

1.7 Protecting the … is important when investigating a breach in the code of conduct.

1.8 When the project manager allocates extra resources in order to complete a project on time it is called …

1.9 A person involved in the success of the project is called a/an …

1.10 Permission and authorisation given to begin work on a specific activity is called …

(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 Negotiation is a conflict management strategy where the project manager refuses to accept the ground rules of a project.

2.2 The South African Constitution is the lowest law of the country.

2.3 Variable costs are the costs that may change during the course of the project.

2.4 When estimating the cost of a project inflation is not a challenge.

2.5 Techniques are systematic procedures using one or more tools to produce a deliverable.

2.6 Committed costs are the costs in the project budget already incurred or paid.

2.7 Nonproject work has a defined outcome.

2.8 Perceptual barriers can lead to conflict in a team.

2.9 Human dignity means that team members are allowed to join a trade union and take part in the activities of a trade union.

2.10 It is unnecessary to have continncy plans for every identified risk in the project plan

(10 × 1) **[10]**

QUESTION 3

Choose a term in COLUMN B that matches a description in COLUMN A. Write only the letter (A–K) next to the question number (3.1–3.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
3.1	Point in time when something important happened	A	sponsor
3.2	Agreement after individuals have discussed separate estimates and everyone then decided on one estimate	B	appraisal period
3.3	Person authorising and/or funding a project	C	milestone
3.4	Structure which shows all elements of final product	D	consensual
3.5	Leadership style used when the team are not sure what to do and need some support	E	core competencies
3.6	Group of people with different skills and knowledge sharing a common goal	F	programme
3.7	Graphical display of project activities, dates and duration	G	coaching
3.8	Time a team member has to improve on a negative progress review	H	team
3.9	Group of related projects going on at the same time	I	product breakdown structure
3.10	Time which will be used for assessing team members	J	Gantt chart
		K	performance improvement period

(10 × 1) **[10]**

TOTAL SECTION A: 30

SECTION B

Use the scenario below to answer the questions.

EMPTY CANVAS ART PROJECT



Lucia Sithole is the project manager of the Empty Canvas Art Project which she started in March 2017 when she saw the need for building capacity within arts in high schools in South Africa. The project deliverables are to promote the visibility of the arts, to promote meaningful changes and interventions within communities and to explore elements of cultural heritage. Lucia and the team also strive toward creating employment opportunities for the young through arts and emphasising women, youth and disabilities. Ultimately the team wants to explore the talents of the young ones and deliver quality artistic and creative products.

The project started in the Western Cape and aims to have an Art Camp (head office) in every province across South Africa. When the project leader Grace Palette presented the idea to the various sponsors it was the Department of Arts and Culture, Business and Arts South Africa and the Standard Bank group who jumped to the opportunity to take part in this vibrant project. The project works on a budget of R100 000 per school and supply the students with everything they need to produce their artwork.

The team follows the schedule below and spends a month at every school.

Week 1	Evaluation of student talents and abilities
Week 2	Teaching various art techniques
Week 3	Students produce artwork
Week 4	Art exhibition

The team consists of skilled tutors who are trained in various forms of art to develop the different talents and assist in the needs of students. At the art exhibition in the final week the students' products are displayed and the top three products are awarded prizes. The aim is a competition in which all schools in a province take part so that the best art product can be chosen and possible employment can be explored.

Lucia emphasises the importance of team work. The biggest challenge the team faces is personal barriers because of being on the road and away from their families a lot. 'We have regular meetings where team members can voice their feelings and we also have a counsellor on board,' Lucia adds.

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QUESTION 4

4.1 Identify FIVE characteristics of the Empty Canvas Art Project. (5)

4.2 Use the attached ADDENDUM and draw a Gantt chart for the project. (5 × 2) (10)

4.3 Briefly explain THREE limitations that inspection as a quality assurance technique has. (3)

4.4 Explain the importance of the project manager and her team honouring commitments to stakeholders. (2 × 2) (4)

4.5 Define *equality* in relation to property and personal rights for the Empty Canvas Art Project. (3)

4.6 Identify TWO stakeholders in the project and explain the role of each. (2 × 2) (4)

4.7 What is the budget for the Empty Canvas Art Project? (1)

[30]

QUESTION 5

5.1 Differentiate between *forecasting* and *estimating* as budgeting types for the above project. (2 × 2) (4)

5.2 It is estimated it will take 5 painters 3 days and 45 litres of paint to coat the exterior walls of the Art Camp in the Western Cape. The painters cost R45 per hour for 8 hours a day and the paint costs R120 per litre.

Calculate each of the following:

5.2.1 Total cost for the painters (4)

5.2.2 Cost of the paint (2)

5.2.3 Total cost for painting the Art Camp (2)

5.3 Explain the benefits that the effective management of project documents holds for the Empty Canvas Art Project. (5 × 2) (10)

5.4 Identify FIVE methods and techniques which can be used to build team coherence and spirit. (5)

5.5 Name THREE project management tools that Lucia Sithole can use for the above project. (3)

[30]

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QUESTION 6

6.1 Define FIVE project management processes and activities the team must follow to ensure the success of the Empty Canvas Art Project. (5 × 2) (10)

6.2 Why is it essential to create a work breakdown structure for the project? (3)

6.3 Why should Lucia Sithole and the team complete a lessons-learnt report? (2 × 2) (4)

6.4 Name and explain the factors that can influence the dynamics of the project team. (5 × 2) (10)

6.5 Identify THREE ways in which Lucia Sithole can recognise team achievements. (3)

[30]

QUESTION 7

7.1 Name and explain FIVE qualities that Lucia Sithole should have. (5 × 2) (10)

7.2 Differentiate between *project management* and *general management* that are used for the Empty Canvas Art Project. (3 × 2) (6)

7.3 Identify and explain SIX principles of creating productive communication in team dynamics. (6)

7.4 Differentiate between *leadership* and *management* which can be used in the Empty Canvas Art Project. (2 × 2) (4)

7.5 Explain the following TWO aspects that should be included in the code of conduct for the project team:

7.5.1 Conflict of interest

7.5.2 Compliance with law

(2 × 2) (4)

[30]

TOTAL SECTION B: 120
GRAND TOTAL: 150

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ADDENDUM **EXAMINATION NUMBER:** | | | | | | | | | | | | | |

Gantt chart _____

	DURATION			
ACTIVITIES				

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