higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

(3081033)

9 March 2018 (X-Paper)
09:00–12:00

This question paper consists of 7 pages.

NCV

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. Write neatly and legibly.

NCV

SECTION A

QUESTION 1

Choose an item in COLUMN B that matches a description in COLUMN A. Write only the letter (A–L) next to the question number (1.1–1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.1	A graphical represetation of information	A	Democratic manager
1.2	A breakdown of all the work to be completed during the project	B	Code of conduct
1.3	A set of rules which outlines the responsibilities, expected behaviour and practices of an organisation or individual	C	Fixed cost
1.4	Costs that remain the same throughout the course of the project	D	Mind map
1.5	A record of all the discussions and decisions made at a meeting	E	Public accolade
1.6	To break or neglect a rule or agreement	F	Breach
1.7	The final, actual amount paid for the completion of a work element	G	Change report
1.8	Technique used to determine how much spare time is available in a schedule	H	Work breakdown structure
1.9	Makes all the decisions alone without consulting the employees	I	Autocratic manager
1.10	A way to show recognition for achievement	J	Actual cost
		K	Minutes of a meeting
		L	Critical path method

[10]

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QUESTION 2

Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'TRUE' or 'FALSE' next to the correct question number (2.1–2.10) in the ANSWER BOOK.

2.1 Project management is the application of knowledge, skills, tools and techniques to a number of interrelated activities in order to reach the defined outcome of the specific project.

2.2 Exit criteria are not one of the elements of a project plan.

2.3 Fast tracking is when the project manager allocates extra resources to each work element to ensure project success when a project is running behind schedule.

2.4 Highly confidential documents are those documents to which anyone has access to.

2.5 Contracts are legal agreements between the project and stakeholders.

2.6 Directive managers tell their subordinates exactly what to do and how to do it.

2.7 It is not important for every member in a team to know what their responsibilities are.

2.8 A team is a group of people with different skills who work together on a task to reach a common goal.

2.9 Cultural barriers can hamper effective communication between members in a project team.

2.10 Perseverance means to know when to quit if a task is too difficult.

(10 × 1) **[10]**

TOTAL SECTION A: 20

SECTION B

QUESTION 3

Read the case study below and answer the questions that follow:

THE GARDEN PROJECT



The Garden Project started in December 2015 when Cherry Ching (Project Sponsor) donated R200 000 in order to help the community where she was born. She contacted Billy Beetroot (Project manager) and he immediately started working on the project plan for the Garden Project.

The aim of the project is threefold:
To provide as many families as possible with a piece of land that they can utilise for gardening.
To give each family the tools they need to maintain the garden, this includes spades, watering cans and seeds/seedlings.
To teach each family how to grow and maintain a vegetable garden.

Each family can then use the vegetables for own consumption or sell it to get money to buy other things they might need.

As soon as the plan was set up, Billy Beetroot put together a team and they started doing the actual work. Petunia Plant was appointed as team leader – her team is experienced and she knows that she can tell them what she wants done and it will happen. Her whole team is committed to the project as it is a cause close to each of their hearts.

To date, seven families have been equipped with their own garden and the project is still ongoing, relying on sponsors from surrounding communities.

3.1 Name and explain the FIVE project management processes as set out by the PMBOK (Project Management Body of Knowledge). (10)

3.2 What qualities should Petunia Plant have as the leader of the team? (10)

3.3 Billy Beetroot must do regular inspection to ensure that the gardens are in a good condition. What are the limitations of inspection? (4)

3.4 Explain FIVE filing system requirements that the project administrator must adhere to. (10)

3.5 In short explain what it means to *annotate* a document. (1)

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QUESTION 4

4.1 What leadership style will work best for Petunia Plant's team in the case study? Motivate your answer. (4)

4.2 Explain the following as sub-processes of the Garden Project:

4.2.1 Risk management

4.2.2 Scope management

4.2.3 Communication management

(3 × 3) (9)

4.3 Differentiate between *forecasting* and *estimating*. (4)

4.4 Name and explain FIVE strategies that Billy Beetroot can use to deal with conflict in the team. (10)

4.5 Explain ONE way in which Billy Beetroot can ensure that proper financial records are kept. (2)

4.6 What is the budget for the Garden Project? (1)

[30]

QUESTION 5

5.1 Define *variable costs* and give ONE example from the case study. (4)

5.2 'Team dynamics are the unseen forces between people within a team'.

Explain FIVE factors that can influence the team dynamics of the Garden Project? (10)

5.3 Why is it important for Billy Beetroot to recognise the achievements of his team? (2)

5.4 Explain the following as part of the Bill of Rights of South Africa:

5.4.1 Equality

5.4.2 Human dignity

(6)

5.5 Differentiate between a *matrix* and a *functional* organisational structure that Billy Beetroot can use for the project. (8)

5.6 The Garden Project is an example of a community project. Name FIVE other types of projects. (5)

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QUESTION 6

6.1 Identify and explain THREE criteria or behaviours that will contribute to a feeling that the project team is being valued. (6)

6.2 Create a simple petty-cash voucher template for the Garden Project. (10)

6.3 Explain how Billy Beetroot can apply ethical practices with regard to the physical environment of the Garden Project. (4)

6.4 Give THREE disadvantages of using a Gantt chart in the Garden Project. (6)

6.5 Why should Billy Beetroot and the team complete a lessons-learnt template? (4)
[30]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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