higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

(3081033)

21 November 2018 (X-Paper)
09:00–12:00

This question paper consists of 8 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.

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SECTION A

QUESTION 1

Various options are given as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1–1.10) in the ANSWER BOOK.

1.1 Every person should be respected and not embarrassed or humiliated on purpose. This is called …

A equality.
B human dignity.
C judgment.
D a violation.

1.2 A record of discussions and decisions that were made in a meeting:

A Memorandum
B Letter
C E-mail
D Minutes

1.3 A/An … manager allows subordinates to be part of the decision making process and controls what they do to some extent.

A democratic
B autocratic
C delegating
D Both A and C

1.4 Costs that change during a project, such as material, equipment hire and transport costs, are called …

A direct cost.
B labour cost.
C fixed cost.
D variable cost.

1.5 Files can be arranged in … order and can be stored in cabinets, drawers or shelves.

A numerical
B alpha-numerical
C alphabetical
D ALL the above-mentioned

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1.6 … is estimating and predicting future events.

A Estimation
B A historical model
C Forecasting
D A mental model

1.7 A project life cycle includes the conception, design and development, implementation and … phases.

A managing
B handover
C checklist
D documentation

1.8 Honesty, objectivity and openness are examples of …

A ethical values.
B labour relations.
C good planning.
D communication.

1.9 A project manager must have …, which is the ability to work with people.

A creativity
B goals
C interpersonal skills
D values

1.10 Storing information at a different location from where it is worked on is called …

A software.
B back-dating.
C hardware.
D a back-up system.

(10 × 1) **[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 question number (2.1–2.10) in the ANSWER BOOK.

2.1 During the evaluation phase, the project manager does not have to evaluate the project against the original objectives as laid down in the project plan.

2.2 A sub-project is a larger project within a small, overall project.

2.3 Cohesion means that team members stick together in good or bad times.

2.4 Gantt charts are a representation of all the activities that need to be completed in a project as well as the duration of each activity.

2.5 Backing-down can be used as a strategy to deal with team conflict.

2.6 The execution process is the final phase of a project.

2.7 A spreadsheet is a computer-generated document which shows data in rows and columns.

2.8 Inspection is the process of checking whether the final product is to the standard agreed upon at the beginning of the project.

2.9 A breakdown of all the work to be completed during a project is called a master schedule.

2.10 A charter of accounts is any system that keeps track of the costs incurred for a project.

(10 × 1) **[10]**

TOTAL SECTION A: 20

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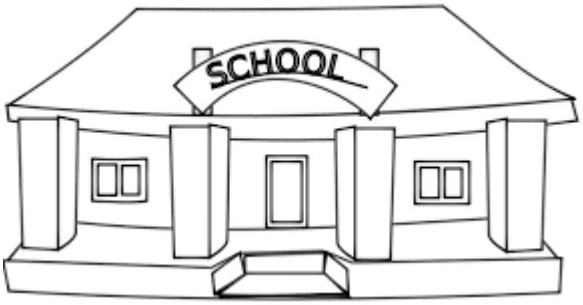
SECTION B

Read the scenario below and answer the questions.

Out with the old and in with the new



The community of Wesleydale needed help with the restoration of their old school. This primary school, in the heart of Wesleydale, did not have enough classrooms and facilities to cope with the demand in the area. The furniture was old and some of it needed repairing. Extra classrooms and bathroom facilities needed to be built and ceilings renovated, and classrooms needed a fresh coat of paint. A part of the school also had to be adapted to facilitate disabled students to move around. Therefore, ramps had to be built to make the school wheelchair friendly.

Izik Sefolo was called in to head the project. Alongside his trusted team leader, John Maphela, and his experienced team, they completed the renovations and extensions to Wesleydale school. The project was close to their hearts and they worked diligently, despite many setbacks that came their way. The project was completed in a record time of eight months, and they had to plan very well for the school to still function as normally as possible whilst the project was ongoing.

Izik Sefolo agrees that managing a project as special as the Wesleydale project is an honour and that it would not have been possible without the skills and leadership abilities that John Maphela and his team brought to the project. Even though conflict is inevitable in any project, John Maphela has the interpersonal skills to turn every negative situation into a positive one,' said Izik Sefolo.

In addition, the project would not have been possible if it were not for the funding from the Department of Education and local businesses like Mica that sponsored some of the paint and supplies needed. The project was a success because all stakeholders worked together to make it happen.

John Maphela also feels that without proper communication and the paperwork to back it, any project can fail. 'Having a sound filing system and handling documents with the discretion it requires is an inseparable part of correct project management,' John Maphela says.

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QUESTION 3

3.1 Define the term *project management*. (3)

3.2 A Gantt chart is an exceptionally useful project management tool.

Explain the advantages and disadvantages of using the Gantt chart for the Wesleydale project. (2 × 5) (10)

3.3 Explain how Izik Sefolo can use the South African Constitution as a source of ethics during the project. (4 × 2) (8)

3.4 Differentiate between a *product breakdown structure* (PBS) and a *cost breakdown structure* (CBS) that was used in the Wesleydale project. (2 × 3) (6)

3.5 Explain the process that will have to be followed if the code of conduct is breached during the Wesleydale project. (4 × 2) (8)

[35]

QUESTION 4

4.1 Discuss how Izik Sefolo and the team should handle sensitive and confidential documents linked to the project. (4 × 2) (8)

4.2 Explain what is meant by a 'contributing stakeholder' in the Wesleydale project. (2 × 1) (2)

4.3 Identify any THREE stakeholders from the Wesleydale project and explain their role in the project. (3 × 2) (6)

4.4 Explain the following systems as part of recognition of achievement for the Wesleydale project team:

4.4.1 Appraisal period

4.4.2 Core competencies

4.4.3 Progress review

(3 × 2) (6)

4.5 Explain what leadership skills and techniques John Maphela can use to assure that his team will follow his example. (4 × 2) (8)

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QUESTION 5

5.1 A project plan is essential for the success of any project.

List any TEN elements that should be formed part of the Wesleydale project plan. (10 × 1) (10)

5.2 List FOUR resources that can be used in the completion of the Wesleydale project. (4 × 1) (4)

5.3 Templates help standardise work processes in a project.

Help Izik Sefolo design a 'lessons learnt' template for the Wesleydale project. (10 × 1) (10)

5.4 Discuss the process that Izik Sefolo and the project team can use to store and retrieve project documents. (5 × 1) (5)

5.5 Differentiate between *general management* and *project management*. (6 × 1) (6)

[35]

QUESTION 6

6.1 Identify disruptive behaviours that could have prevented the team from achieving their objectives. (5 × 1) (5)

6.2 6.2.1 Explain 'consensual estimating' as one of the methods of estimating. (2 × 1) (2)

6.2.2 Give TWO advantages of consensual estimating. (2 × 2) (4)

6.3 Explain the following sources of conflict which could have occurred in the Wesleydale project:

6.3.1 Personal factors

6.3.2 Communication factors

6.3.3 Structural factors

(3 × 3) (9)

6.4 Name and explain FIVE qualities of Izik Sefolo as the project manager. (5 × 2) (10)

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TOTAL SECTION B: 130
GRAND TOTAL: 150

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