higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 3

7 December 2020

This marking guideline consists of 9 pages.

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SECTION A

QUESTION 1

1.1 project plan
1.2 team dynamics
1.3 spreadsheet
1.4 variance
1.5 team
1.6 inspection
1.7 Gantt chart
1.8 policies
1.9 charter of accounts
1.10 verification

(10 × 1) **[10]**

QUESTION 2

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

(10 × 1) **[10]**

TOTAL SECTION A: 20

SECTION B

QUESTION 3

3.1

PROJECT WORK	NONPROJECT WORK
• Unique outcomes/deliverables • Distinct start and end date/Limited timespan • Limited budgets and/or resources used for project only • Deadlines	• Day-to-day work • Repetitive/Ongoing • Fixed budgets and resources • No definite end date

(Any 3 + any 3) (6)

3.2
- Conceptual skills refer to Gift's ability to think strategically to plan the project operations. He must also see the project as a whole and find relationships between tasks.
- Technical skills refer to Gift's ability to use knowledge or techniques to attain goals. He can use his practical experience to help the team members to operate smoothly and limit mistakes.
- Interpersonal skills refer to Gift's ability to work well with others and his ability to communicate clearly, understand behaviour, resolve conflict and motivate team members. (3 × 3) (9)

3.3
- Simple project
- Complex project
- Research and development project
- Business project
- Technical project
- Community projects (Any 5 × 1) (5)

3.4 3.4.1
- The code of conduct for the QRA project must clearly stipulate under which circumstances a team member is allowed to accept gifts or money as a token of appreciation for what he/she has done.
- Team members should avoid any action or decision which may result in improper personal gain from participating in the project.
- Lerato must, for example, be careful and not accept any discount in her personal capacity in order to award a contract to a specific supplier. (Any TWO)

3.4.2
- If any part of the QRA project is, for example, confidential, none of the team members are allowed to share any of the project information with the public (friends, relatives, general public).
- Confidentiality of the project should be honoured and no project information should be disclosed for personal gain.

(2 × 2) (4)

3.5
- General and administrative costs
- Profit
- Labour
- Overheads
- Materials
- Supplies
- Equipment (Any 5 × 1) (5)

3.6 3.6.1
Risk 1: The launch might be affected by rain or bad weather.
Risk 2: Material and sound equipment needed for the stage may arrive late and/or be of a poor quality.
Risk 3: Conflict between team members might arise.
Risk 4: The crowd might behave in an improper manner or abuse alcohol. (Any TWO) (2)

3.6.2
- Contingency plan for Risk 1: Have a big marquee tent and umbrellas available to shelter guests in case of rain or bad weather. Ensure that access roads to the venue are well graded for travel safety.
- Contingency plan for Risk 2: Maintain good relationships and contracts with suppliers. Follow up with suppliers on a regular basis.
- Contingency plan for Risk 3: Use conflict-managing strategies and celebrate achievements to ensure positive team spirit.
- Contingency plan for Risk 4: Uphold safety regulations at all times and have security guards to patrol the area. (Any 2 × 2) (4)

[35]

QUESTION 4

4.1
- Clear communication: Communication should be open and honest. Managers must communicate a message to team members on a level that they clearly understand (including nonverbal communication such as eye contact or body language).
- Nonjudgemental conduct: Team members should not make each other feel judged on any grounds (race, gender, sex, pregnancy, marital status, age, language, etc.).
- Ethical values: If team members respect each other and treat each other in an ethical way it will lead to them being more willing to work together.
- Positive attitudes: The attitude of every member affects all the other members of a team. A positive attitude is good for the team's overall achievement.
- Perseverance: This is the attitude of continuing to work towards the goal even though it is difficult.
- Constructive, nondisruptive behaviour: This is behaviour that creates a team with members who respect each other and work well together.

(Any 5 × 2) (10)

4.2 4.2.1
- Include quality planning, quality control and quality assurance.
- The project outcome should fully satisfy the client's needs.
- Manage quality throughout the project.
- Conduct regular inspections. (Any TWO)

4.2.2
- Recruit the right team for the project.
- Develop and manage the team effectively.

4.2.3
- Ensure that the project is delivered on the agreed time.
- Plan every activity very well by working out the sequence and duration of each activity.
- Work out a schedule and ensure that it is adhered to.
- Ensure that there are enough resources (material and staff) available on time for each activity otherwise the project will be delayed. (Any TWO)

(3 × 2) (6)

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4.3 Fixed costs (direct) must be paid regardless of what work is being done on the project, e.g. rent, labour (salaries), overheads, direct management costs, direct labour, direct material, direct equipment costs, direct expenses, travel cost, legal fees, training and advertising. Variable costs (indirect) may change during the course of the project (overheads), e.g. materials, equipment hire, transport, resources including part-time resources. (3 + 3) (6)

4.4 A democratic manager allows team members to give their input during the decision-making process. Team members' ideas and contributions are encouraged. A directive manager gives clear directions and expectations to team members. He/She tells team members exactly what to do and how to do it. (2 + 2) (4)

4.5
- Two-way communication
- Project documentation
- Code of conduct
- Shared project expectations
- Operating guidelines
- Ground rules
- Open-door policy
- Project managers available to solve problems (Any 3 × 1) (3)

4.6
- Crashing occurs when more resources (usually labour) is used to ensure that the project is completed on time or before the deadline.
- Crashing is a technique in which resources are added to the project for the least cost possible.
- Crashing is a technique used when fast-tracking has not saved enough time on the schedule. (Any 1 × 1) (1)

[30]

QUESTION 5

5.1

MATRIX	FUNCTIONAL
• Each employee is directed by more than one manager. • Each employee is assigned tasks by more than one manager, often in unrelated areas. • Staff members are not grouped together according to their roles. • Each employee reports to more than one manager. • Each employee fulfils roles in more than one area. • The project manager and employees hold power.	• Each employee is directed by one manager only. • Each employee is assigned tasks within a specific area by one manager. • Staff members are grouped together according to their roles an functions. • Each employee reports to one manager only. • Each employee fulfils a role in a defined, single area only. • The project manager has all the authority.

(Any 3 + any 3) (6)

5.2

- Communication: Good and clear communication (written, oral, symbols/signals or nonverbal) between team members is crucial for the performance of a team.
- Explain methods of communication: A decision as to how information will be communicated must be taken to ensure that important messages like a meeting reaches everyone in the team.
- Consultation: Team members should be consulted about aspects regarding the project that impact them. Joint decision-making leads to greater buy-in and more success in reaching goals.
- Initiating teamwork: A schedule must be created so each employee will know what is expected of him/her. Once they are happy with their responsibilities, a schedule/chart that shows each member's responsibilities and doubles can be used as a reminder that they are part of a team and not working alone.
- Identify information: Having enough correct information is an important part of successfully completing tasks. Open communication channels ensure that team members can ask for information.
- Providing feedback: Team members need to know how well they are doing and if they are working successfully towards the achievement of the team objectives.
- Identify conflict situations: Conflict can hamper team performance and must be identified as soon as possible. Conflict-resolving methods must be decided upon by everyone and adhered to.
- Measuring performance: Performance appraisals must be done to ensure that team members know whether they reached their personal goals and to recognise and correct problem areas. (Any 5 × 2) (10)

5.3 5.3.1
- Lerato must be vigilant of the laws and customs of the people in the area where the launch will be held.
- She must make sure that the launch activities do not clash with any local festivities.
- It will be unethical to have the QRA launch on the same day as other local celebrations.

5.3.2
- Lerato must be aware of the possible effects the project can have on the environment.
- She must make sure that the area where the launch is held is in a good condition after the launch and that there is no damage.
- She must ensure that all litter is removed from the area.
- The team must work sparingly with water. (Any THREE)

5.3.3
- Lerato and her team must take note of the educational, cultural, ethical and religious detail of the community in the area where the launch will be held.
- They must take caution to not make too much noise during the set-up and the actual event.
- It is ethical for Lerato to inform the community of any disruptions that may affect them.

(3 × 3) (9)

5.4 5.4.1 Restricted
5.4.2 General
5.4.3 General
5.4.4 Confidential
5.4.5 Confidential

(5 × 1) (5)
[30]

QUESTION 6

6.1 **Lessons-learnt document**✓

Project title: QRA project launch✓
Date: Any date✓
Completed by: Lerato Khumalo✓

QUESTIONS	LESSONS LEARNT
1. What did you enjoy most during the project?	
2. Briefly describe the highs and lows of the project?	
3. How would you rate your team?	
4. Did you achieve all your set goals?	
5. Are you fully satisfied with the outcome of the project?	
6. What did you learn from the project?	

(10)

6.2
- Gantt charts do not indicate the resources required for each work package.
- Gantt charts are more effective in small projects.
- Gantt charts communicate relatively little information per unit area of display.
- The same duration appears to be of the same importance, and this can be misleading.
- Gantt charts cannot show the importance of a single work package. (5)

6.3
- Create synergies:
  - Gift must create lasting connections between team members.
  - He must work productively with everyone to benefit the project.
  - He should use the different perspectives of team members that cause conflict to assist the project and gain trust.
  - He should encourage all participants to play an active role in the project.
- Facilitate a developmental environment:
  - Gift must empower other team members by using his power as team leader carefully.
- Be creative:
  - Gift must keep the past, present and future in mind when creating strategies.
  - He must be open to new ideas and suggestions from his team.
  - He should innovate his team.
- Be a visionary and innovator:
  - Gift must be a good communicator and have a vision that will inspire everyone.
  - He should encourage creativity.
- Motivate self and others:
  - Gift should not only develop himself but also encourage the development of the team and individuals.
  - He must create an environment where individual team members can develop their desires and celebrate their individuality.
- Interpersonal roles:
  - Gift should deal effectively with people from various backgrounds and create a team that is unified.
  - He must build positive relationships with all stakeholders.
- Informational roles:
  - Gift must create and maintain work schedules, arrange meetings and communicate his vision clearly.
  - He must collect, disseminate and transmit information.
- Decisional roles:
  - Gift must apply his expertise to ensure that the correct decisions are made without discrimination against the team members affected by his choices. (Any 5 × 2) (10)

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6.4
- Problem statement
- Mission statement
- Project objectives
- Stakeholders
- Work breakdown structure (WBS)
- Budget
- Work requirements/List of deliverables
- Resources
- Risks and contingency plans
- Control processes
- Communication
- Schedules
- Specifications
- Exit criteria (Any 5 × 1) (5)

6.5 One worker: rate per hour × number of workers × days
= R220 × 5 × 3
= R3 300✓

Steel: 12 × R300 = R3 600✓

Panels: 30 × R160 = R4 800✓

Total for stage materials: R3 300 + R 3 600 + R4 800✓ = R11 700✓ (5)
[35]

TOTAL SECTION B: 130
GRAND TOTAL: 150

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