higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

PROJECT MANAGEMENT
NQF LEVEL 4

(3081034)

12 March 2018 (Y-Paper)
13:00–16:00

This question paper consists of 8 pages.

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┌─────────────────────────────────┐
│        TIME: 3 HOURS            │
│        MARKS: 150               │
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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.   Write neatly and legibly.

SECTION A

QUESTION 1

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

1.1   … refer to the ability to use knowledge and techniques to attain goals.

     A   Conceptual skills
     B   Interpersonal skills
     C   Technical skills
     D   Leadership skills

1.2   A tool used by management to consider expected costs against the benefits to be gained …

     A   Flowchart
     B   Milestones
     C   Cost-benefit analysis
     D   Precedence diagram

1.3   The project manager does not give up when things go wrong. He tries to solve problems.

     A   Ethics
     B   Professionalism
     C   Positive attitude
     D   Perseverance

1.4   An item that is produced as an outcome of a project activity.

     A   Work breakdown schedule
     B   Scope
     C   Deliverable
     D   Report

1.5   A graphical display which shows activities, dates and the duration is a …

     A   bar chart
     B   Gantt chart
     C   schedule
     D   calendar

1.6   … is archived information regarding recommendations and suggestions to improve or handle similar projects in the future.

        A   Communication plan
        B   Risk plan
        C   Scope document
        D   Lessons learnt

1.7   A ... identifies a core problem, with its symptoms and root causes.

        A   Problem analysis
        B   Problem tree
        C   Problem identification
        D   Corrective action

1.8   ... means consistently measuring performance and providing ongoing feedback to team members on their progress towards reaching project milestones.

        A   Quality management
        B   Monitoring
        C   Controlling
        D   Rating

1.9   … is a means of detecting whether quality has been achieved and of taking action to correct any deficiencies.

        A   Quality control
        B   Inspection
        C   Quality assurance
        D   Pareto analysis

1.10   … entails evaluating the probability, cause and effect of potential project risks in order to determine their significance.

        A   Risk assessment
        B   Risk trigger
        C   Risk tolerance level
        D   All the above-mentioned

                                                                    (10 × 1)   **[10]**

QUESTION 2

Complete the following sentences/statements by using the concepts given in the list below. Write only the word next to the question number (2.1–2.10) in your ANSWER BOOK.

verification; contract management; constraint; quality; critical success factors; delegation; non-conformance; contingency plan; expectations; mitigation

2.1   … outlines what will be done if a risk becomes a reality.

2.2   To try and make the impact of the risk less severe.

2.3   The process used in quality management to evaluate whether or not a product complies with the standards and requirements as determined by the project documents and customer.

2.4   Tasks that will determine if the project is a success or not.

2.5   A limitation or restriction that influences the project plan.

2.6   A belief that something will happen as a result of the project.

2.7   … is to assign duties, responsibilities, resources and authority to others.

2.8   When a contract is big, outside contractors and suppliers are often used.

2.9   When one or more characteristics of a product fail to meet specified requirements, it is referred to as ...

2.10   The degree to which a set of inherent characteristic fulfils requirements is …

(10 × 1)   **[10]**

TOTAL SECTION A: 20

SECTION B

Read the case study below and answer the questions.

FUNCKY FASHIONS PROJECT

After more than a decade each at Sassy Boutique, Gail Kelly (Sales manager), and Busisiwe Tom (fashion designer), struck out on their own a year ago. It was a bold move. Today, along with former Trendy Styles bookkeeper, Lulama Gazi, they have ventured into the world of design with the launch of Funcky Fashions, a direct-to-consumer clothing line inspired by stripes in all their myriad forms.

Their collection is divided into two parts—*Essentials,* which encompasses classic pieces that are available all year round, and *Edition*, a seasonal interpretation of the theme (for Summer, beach-ready off-the-shoulder tops, wrap skirts, and easy slip dresses in all colour stripes).

Funcky Fashions, debut collection includes *classic shirts, stylish pants, silky pyjama sets, and designer sweaters*, featuring lines of various sizes.
'It's been a dream for years,' said Busisiwe at a breakfast meeting. 'We really hit the ground running a year ago.

While the name of the brand may sound familiar, prices are on the lower end of the luxury category (and because they're selling direct-to-consumer, you're avoiding the usual wholesale mark-up). They have successfully opened up four branches, one in four provinces across South Africa and an online store for fast and efficient service.

Their aim is to provide affordable fashionable clothing to all South Africans.
They also plan to open more branches country wide in two years' time and have shoppers lined up out the door.

Quality is important to them and they have an appreciation for craftsmanship. Lulama, the newly appointed project manager has sufficient knowledge about computers and bookkeeping and she will also take the role of the production manager. She will oversee all the stages of the garment production, from the original design concept to the final product and dispatch. She was assigned to introduce the new winter line within the next six months with her project team.

She is thinking of introducing faux leather dresses. These dresses will be versatile and can be styled in many ways – casual or more of a dress-up look.

Source: Adapted from *stylecaster.com*

QUESTION 3

3.1 List FOUR stakeholders in this project. (4 × 1) (4)

3.2 Identify TWO objectives of this project. (2 × 2) (4)

3.3 All projects require sound communication plans for reporting or distributing information to all stakeholders.

Briefly explain FOUR different communication procedures to be used to communicate with key stakeholders during the project phases. (4 × 2) (8)

3.4 Explain the use of a Work Breakdown Schedule (WBS) in the development of a schedule for the Funcky Fashion project. (3 × 2) (6)

3.5 Lulama, the project manager is required to introduce their winter fashion line. Advise her on which project delivery strategies she can use.

Give a short description of each delivery strategy. (4 × 3) (12)

3.6 Explain Lulama's role in achieving the project outcomes. (3 × 2) (6)

[40]

QUESTION 4

4.1 Why should Lulama check and verify project activities at regular intervals?
(4 × 2) (8)

4.2 State SIX aspects in Funcky Fashion project that need regular monitoring by Lulama. (6 × 1) (6)

4.3 Indicate the steps that Lulama must follow when delegating tasks. (4 × 1) (4)

4.4 Why should Lulama produce reports according to the specifications and timeframes of the clients? (3 × 2) (6)

4.5 What is the purpose of a work schedule?

Give a brief explanation (4 × 2) (8)

4.6 Explain how activities and responsibilities for the activities are assigned to personnel. (3 × 2) (6)

4.7 Distinguish between completing the project within the shortest possible time and completing it at a specified date. (2 × 2) (4)

4.8 State FOUR possible delays in completing this project in the shortest possible time. (4 × 2) (8)

[50]

QUESTION 5

5.1 State FOUR possible risks that may be experienced during the planning and implementation phases of the Funcky Fashion project. (4 × 1) (4)

5.2 Why should Lulama document the lessons learnt when attending to risks?
(2 × 2) (4)

5.3 Briefly explain the execution of a close out procedure according to the project management plan. (3 × 2) (6)

5.4 What will happen if there is a lack of quality management in this project?
(3 × 2) (6)

5.5 Explain FOUR quality control activities that Lulama and Busisiwe can use to improve the quality of the deliverables. (4 × 2) (8)

5.6 Describe the impact of good quality management on this project. (3 × 2) (6)

5.7 In order to ensure that the project team achieves the objectives and goals that were set, the supervisor or team leader must ensure that all supervisory activities are carried out. Indicate the supervisory activities with regards to project team involvement in the Funcky Fashion project. (3 × 2) (6)

[40]

TOTAL SECTION B: **130**
GRAND TOTAL: **150**