



**higher education  
& training**

Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

# **MARKING GUIDELINE**

**NATIONAL CERTIFICATE (VOCATIONAL)**

**PROJECT MANAGEMENT  
NQF LEVEL 4**

**XX February 2020**

**This marking guideline consists of 7 pages.**

**SECTION A****QUESTION 1**

1.1	1.1.1	D		
	1.1.2	B		
	1.1.3	B		
	1.1.4	D		
	1.1.5	C		
			(5 × 1)	(5)
1.2	1.2.1	Verification		
	1.2.2	Activity/Task		
	1.2.3	Critical success factor		
	1.2.4	Decompose		
	1.2.5	Constraint		
			(5 × 1)	(5)
1.3	1.3.1	C		
	1.3.2	F		
	1.3.3	A		
	1.3.4	D		
	1.3.5	E		
			(5 × 1)	(5)
1.4	1.4.1	True		
	1.4.2	False		
	1.4.3	False		
	1.4.4	False		
	1.4.5	False		
			(5 × 1)	(5)
				<b>[20]</b>

**TOTAL SECTION A: 20****QUESTION 2**

2.1	2.1.1	R1,1 billion		(2)
	2.1.2	<ul style="list-style-type: none"> <li>• Students</li> <li>• Institutions of Higher Education and Teaching/DHET</li> </ul>	(2 × 2)	(4)
	2.1.3	36 months		(2)

2.2	2.2.1	<ul style="list-style-type: none"> <li>• Time constraints</li> <li>• Cost constraints</li> <li>• Legal constraints</li> <li>• Management plan and policies</li> <li>• Objectives</li> <li>• Expectations</li> <li>• Resources</li> <li>• Skills, knowledge and experience</li> <li>• Quality</li> <li>• Technology</li> </ul>	(Any 6 × 1)	(6)
	2.2.2	<ul style="list-style-type: none"> <li>• Assumption is a belief in a fact without checking to see if it is true.</li> <li>• An expectation is a strong belief that something will happen.</li> </ul>	(Any relevant 2 × 2)	(4)
2.3	2.3.1	<ul style="list-style-type: none"> <li>• Team member and team leader</li> <li>• Various teams to one another</li> <li>• Project manager and the various teams</li> <li>• Project manager and various stakeholders</li> </ul>	(Any 3 × 1)	(3)
	2.3.2	<ul style="list-style-type: none"> <li>• Progress review meeting</li> <li>• Project progress reports</li> </ul>	(Any relevant 2 × 1)	(2)
	2.3.3	<ul style="list-style-type: none"> <li>• Progress in the form of a Gantt chart</li> <li>• Update of the project Gantt chart</li> <li>• Reasons for deviations/exceptions</li> <li>• Milestones and deliverables completed</li> <li>• Areas of concern</li> <li>• Focus for the next week</li> <li>• General comments</li> </ul>	(5 × 1)	(5)
2.4	2.4.1	<ul style="list-style-type: none"> <li>• Indicates the tasks allocated to each member of the team</li> <li>• Can be used to develop the work breakdown structure (WBS)</li> <li>• Makes each team member aware of his/her responsibility in the project</li> <li>• Can be used to monitor progress and performance</li> </ul>	(Any relevant 2 × 1)	(2)
	2.4.2	<ul style="list-style-type: none"> <li>• Risks formally identified, quantified and managed during the project</li> <li>• Actions reducing likelihood of occurrence and severity of impact of each risk</li> </ul>	(2 × 1)	(2)
				<b>[32]</b>

**QUESTION 3**

- 3.1
- Work to be done (task)
  - Who must do it (employees)
  - Starting time
  - Finishing time
  - Dependencies between tasks
  - Resources needed
  - Supplying the resources
  - Cost to finish on time
- (Any 5 × 2) (10)
- 3.2
- Preventing problems at an early stage
  - Preventing stock shortages
  - Checking tasks are done properly and on time
  - Checking and controlling the quality of the product or work done
  - Checking the use of safety procedures and equipment
  - Checking the progress of work against timelines
  - Checking if quality is maintained according to standards
  - Checking costs against agreed budget
- (Any 4 × 2) (8)
- 3.3
- Budget/Cost
  - Time
  - Scope
  - Quality
  - Legal constraints
  - Facilities and equipment
  - Material shortage
  - Human resources/Labour
  - Supplies
  - Skills, knowledge and experience
  - Technology
- (Any 4 × 1) (4)
- 3.4
- Affecting the project deadline/time of delivery
  - Affecting the budget
  - Affecting the quality of the deliverables
- (Any 2 × 2) (4)
- 3.5
- Implement approved corrective action that will bring the project back in line with the project plan.
  - Budget to control the cost of the project and ensure that all activities happen within the budget.
  - Implement preventative actions to reduce the probability of potential negative consequences.
  - Carry out repair activities to correct defects found during the quality management process.
- (Any 3 × 2) (6)

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**QUESTION 4**

- 4.1 4.1.1
- Regulatory requirements
  - Changes in the scope
  - Unreliable suppliers/Late deliveries
  - Resources unavailable or poor quality material
  - Unexpected price increases
  - Strikes/Absenteeism
  - Unskilled labour
  - Communication breakdown
  - Breach of contract
  - Excessive raining/unconducive weather
  - Unavailable funds (Any 3 × 1) (3)
- 4.1.2
- Use reliable suppliers.
  - Have a risk plan or recovery plan.
  - Ensure policies and procedures are followed.
  - Update equipment or replace faulty equipment.
  - Update the management cost and control reporting procedures.
  - Involve stakeholders when deciding on ways to reduce or stop risks. (6)
- 4.1.3 To identify potential risks or problems in time so that action can be taken to correct the problem/risk or minimise the effect. (2)
- 4.1.4
- Observation
  - Track and monitor identified irregular reviews
  - Scheduled evaluation (Any relevant 3 × 2) (6)
- 4.2 4.2.1
- Checking the quality of raw materials and components
  - Checking the assembly of the products and components
  - Checking the production of the products and services
  - Inspection (Any relevant 4 × 2) (4)
- 4.2.2
- Regular inspections by team on completion of a deliverable
  - Testing by the client to validate that the solution works as expected
  - Monitoring conformance with specifications
  - Reporting on variances recommending ways to eliminate causes of unsatisfactory performance of product or process (Any 3 × 2) (6)

- 4.2.3
- Deliverables might not be the expected quality
  - Can lead to accidents and the loss of life
  - Project manager not be able to sign off the project
  - Finance department not be able to pay the suppliers and team members
  - Building will not pass inspection, re-inspection and retesting
  - Material wasted
  - Defective diagnoses leads to extra costs
  - Building project will be a failure (Any 3 × 2) (6)
- 4.3
- Ensuring team members understand their roles and responsibilities and those of the team
  - Know to whom they should report progress and problems
  - Understand the project goals and expected results of their work
  - Receive assurance of satisfactory work
  - Have adequate means to perform their assigned activities and grasp the importance of the project to the organisation as a whole
  - Evaluate themselves throughout the project
  - Should be involved in the development of the outcomes of their activities
  - Performances are discussed with them
  - Strengths are utilised and weaknesses are turned into strengths (Any 2 × 2) (4)
- [37]**

**QUESTION 5**

- 5.1 Project closure is the last phase of the project. Project deliverable is handed over and project as well as lessons learnt reviewed. (2)
- 5.2 5.2.1
- To assist in determining major problems encountered throughout the project life cycle and to provide lessons for future projects
  - To determine the overall quality of the final product and implement mechanisms for improving or maintaining quality
  - To evaluate the product against the original objective
  - To identify outages in the final product
  - To determine how to address any outages
  - To determine if the overall objectives were met (Any 3 × 2) (6)

- 5.2.2
- Funders/External person to find out how the funds and resources were utilised and to what effect
  - Internal assessment to capture lessons regarding the management of the project, and lessons learned, knowledge and skills gained (Any 3 × 1) (3)

- 5.2.3
- During implementation to review progress, make suggestions and changes to project
  - At the end of the project
  - Few months or years after completion, called ex-post evaluation (Any 3 × 2) (6)

- 5.3
- Project definition must be clearly stated.
  - Decision-making skills must be good.
  - Sufficient information must be available.
  - Changes must be clearly outlined.
  - Clearly identify the project objectives.
  - Outline the duties and responsibilities of stakeholders.
  - Create a list of deliverables and a project schedule.
  - Keep the focus on the project objectives. (Any 2 × 2) (4)

5.4

Task no	Task	Yes-Compliant	Non-conformance	Lessons learnt/ Comments ✓✓
1.	Funds unavailable ✓✓		x	Have a contingency budget ✓✓

✓✓ – table (Any relevant answer) (8)

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