



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE (VOCATIONAL)

**PROJECT MANAGMENT
NQF LEVEL 4**

(3081034)

**22 November 2019 (X-Paper)
09:00–12:00**

Calculators may be used.

This question paper consists of 9 pages.

TIME: 3 HOURS
MARKS: 150

INSTRUCTIONS AND INFORMATION


1. Read ALL the questions carefully.
 2. Answer ALL the questions.
 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.
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SECTION A**QUESTION 1**

1.1 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 (1.1.1–1.1.5) in the ANSWER BOOK.


1.1.1 A force that cannot be controlled by the parties to a contract and prevents parties from complying with the contract:

- A Threat
- B Constraint
- C Risk
- D Force majeure

1.1.2  ... is/are used for inspection, stock checking and task management.


- A Data sheets
- B Time sheet
- C Budget control sheet
- D Checklists

1.1.3 Unwritten rules of behaviour that provides informal guidelines to employees on how to behave:

- A Norms 
- B Ethics
- C Perseverance
- D Code of conduct

1.1.4 A method used to analyse problems:

- A Communication
- B Mitigation
- C Problem tree
- D Problem solving

1.1.5 ... displays project schedule information by listing project activities with corresponding starting and finish dates in calendar form. 

- A Work Breakdown Structure (WBS)
- B Gantt chart
- C Desktop calendar
- D Milestone

(5 × 1) (5)

1.2 Complete the following sentences by writing the missing word/s next to the question number (1.2.1–1.2.5) in the ANSWER BOOK.

1.2.1 A ... is a sign that a risk event might occur.

1.2.2 An occurrence of short duration that can affect the project is called an ...

1.2.3 ... is a process of rapidly generating several ideas.

1.2.4 A ... is a formal approved document used to manage and control the execution of a project.

1.2.5 A task/activity that must be started or finished before another task or milestone can be performed is a ... task.

(5 × 1) (5)


1.3 Choose an item from COLUMN B that matches a description in COLUMN A. Write only the letter (A–G) next to the question number (1.3.1–1.3.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.3.1	A document prepared as the project is evaluated	A	verification
1.3.2	A set of rules that outlines the responsibilities, expected behaviour and practices of an organisation	B	project evaluation report
1.3.3	To evaluate whether the product/service complies with quality standards	C	lessons learnt
1.3.4	Document indicating suggestions for improving the handling of future projects	D	team dynamics
1.3.5	Influence/s how a team performs	E	communication plan
		F	code of conduct
		G	Work Breakdown Schedule (WBS)


(5 × 1) (5)

1.4 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (1.4.1–1.4.5) in the ANSWER BOOK.

1.4.1 Research plans outline what you are going to do if a risk becomes a reality.

1.4.2  Inspection is a useful tool for quality control.

1.4.3 Exclusions are specifically included in the project because they are necessary.

1.4.4 Project evaluations should be impartial and independent. 

1.4.5 Forecasting is predicting the future of a project's status and progress.

(5 × 1) (5)
[20]

TOTAL SECTION A: 20

SECTION B


Answer ALL the questions in SECTION B.

Read the scenario below and answer the questions.

KUYASA FEEDING PROJECT


Project Manager: Asanda Ngeni

Chief Funding Body: The MaciusRestis Charitable Trust from Greece

The Feeding Scheme feeds 250-300 orphans and children from disadvantaged areas weekly from Monday to Friday in summer. However, numbers decrease in winter because of the rainy and cold weather. During vacation periods in December and public holidays, the children receive food parcels to take home. Serving so many extra children was possible because of donations received from various sources. 


They serve the children a balanced meal consisting of carbohydrates, protein and vegetables with a slice of fruit and fresh juice every day. The menu differs depending on the season and availability of food.

Kuyasa Feeding Project wants to empower children and youth from previously disadvantaged communities to become independent. The project sponsors employ two women from the Kayamandi community (Mama Aloni and Mama Fibi) as team leaders.

There are also volunteers and unemployed parents from the Kayamandi community who help to serve or wash dishes and cutlery. Mama Aloni works with the volunteers to feed the children and Mama Fibi works with the unemployed parents to prepare the food. 





Community leaders and unemployed parents have expressed their thanks for this project that feeds the children and offers life skills training to them. The trust has also funded kitchen equipment, a cold room, floor tiles and wiring. 'We are happy to say that our kitchen now meets health standards.'

Future Plans/Visions for the Project




- The ability to feed more children
- The ability to feed the aged as well
- Better cooking equipment to cater for more kids
- More cutlery (spoons), cups and plates
- A more regular source of fresh food (i.e. fruits and vegetables) from wholesalers rather than shopping at local supermarkets several times a week at consumer prices
- A canopy for protection from the rain during winter months 



[Source: Adapted from (<http://www.kuyasa-empowerment.org/Home.aspx>)]

QUESTION 2



- 2.1 There are various types of projects.
- 2.1.1 What type of project is Kuyasa Feeding Project? 
- 2.1.2 What is the objective of this project?  (2 × 2) (4)
- 2.2 The project plan is an essential document that must be developed.
- 2.2.1 How would Asanda, the project manager, explain the concept 'project plan' to her team?  (2)
- 2.2.2 List FOUR aspects that must be included in the project plan. (4)
- 2.2.3 Which project delivery strategy was used to implement this project? (2)
- 2.3 Leadership is a fundamental management function. The project manager needs leadership skills and techniques to manage the project.
- 2.3.1 List FOUR leadership skills you think Asanda should have to be a successful project manager. (4)
- 2.3.2 Identify FOUR ground rules for the Kuyasa Feeding Project's operation.  (4 × 2) (8)
- 2.3.3 Who is the sponsor of this project? (2)
- 2.3.4 What is the sponsor's responsibility? (2)
- 2.3.5 Identify FOUR other relevant stakeholders in the Kuyasa Feeding Project. (4)
- [32]**

QUESTION 3




- 3.1 The team leader or supervisor must ensure that the project team achieves the objectives and goals that were set for the project.
- 3.1.1 Indicate SIX supervisory activities the team leader must perform in respect of the project team.  (6)
- 3.1.2 Describe how the project team leader should delegate individual activities to team members.  (4 × 2) (8)
- 3.2 Differentiate between a *finish-to-start dependency* and a *start-to-finish dependency*.  (2 × 2) (4)

- 3.3 Design an organogram for Kuyasa Feeding Project by using relevant information from the case study.  (5)
- 3.4 The Work Breakdown Schedule (WBS) is a useful tool to use when developing a project schedule.
- 3.4.1 What is the purpose of a schedule of activities for a project? (4)
- 3.4.2 Explain the use of a Work Breakdown Structure (WBS) in developing the schedule for the project team.  (8)
- [35]**

QUESTION 4

- 4.1 Proper monitoring and control measures should be in place to enable any project to meet its objectives successfully.
- 4.1.1 Which aspects of the Kuyasa Feeding Project should Asanda and her team monitor regularly? (4)
- 4.1.2 Identify THREE possible problems that could arise in the Kuyasa Feeding Project. (3)
- 4.1.3 Explain the effects these problems may have on the project deliverables. (2)
- 4.1.4 Which SIX steps should Asanda and the project team take when solving the problems mentioned in 4.1.2?  (6)
- 4.1.5 How should the project manager develop an inspection procedure to check and verify project activities? (4)
- 4.2 Effective communication is essential for the success of any project.
- 4.2.1 List FOUR methods that may be used to communicate progress and project changes to the stakeholders. (4)
- 4.2.2  Explain why it is necessary to produce reports consistently according to the client's specification and time frames. (3)
- 4.2.3 What information should be included in the change request form? (3)
- [29]**

QUESTION 5

- 5.1 It is important that any project develops a risk management plan to prevent or mitigate, or take advantage of possible risks that might occur.
- 5.1.1 Explain the term *risk*.  (2)
- 5.1.2 Describe effective control measures Asanda can implement to control all elements and activities of the project in terms of the OHS Act. (3 × 2) (6)
- 5.1.3 Explain the methods Asanda could use to monitor and control the project risks. (3 × 2) (6)
- 5.2 Briefly explain the concept *quality management* to the project team. (2)
- 5.3 Briefly explain what will happen when quality is not managed on the Kuyasa Feeding project.  (3 × 2) (6)
- 5.4 What points should Asanda consider when planning and conducting project evaluations? (3 × 2) (6)
- 5.5 What lessons can be learnt in respect of leadership?  (2 × 1) (2)
- 5.6 State FOUR reasons why we document lessons learnt. (4)
- [34]**
- TOTAL SECTION B: 130**
GRAND TOTAL: 150