

QUALIFICATION SPECIFICATION						
SECTION A						
QUALIFICATION DEVELOPER		MANAGEMENT COLLEGE OF SOUTHERN AFRICA (MANCOSA)				
TITLE	Bachelor of Commerce in Project Management (B Com Project Management)				NCQF LEVEL	7
FIELD	Business, Commerce And Management Studies		Sub-Field	Project Management		
New qualification		√	Review of existing qualification			
SUB-FRAMEWORK	General Education			TVET		Higher Education
QUALIFICATION TYPE	Certificate			Diploma		Bachelor
	Bachelor Honours			Master		Doctor
CREDIT VALUE					515	
RATIONALE AND PURPOSE OF THE QUALIFICATION						
<p>The Information Booklet published by Human Resource Development Council (HRDC) has listed the Indicative Skills in demand in Botswana and that these indicative skills are lacking in the market and further, and that they fail to meet the job requirements of employers. One such skill listed as lacking is Project Management, especially in sectors such as research, innovation, science and technology, creative industries, information and communication (ICT), mining minerals energy and water resources, manufacturing, public and construction.</p> <p>The shortage of qualified professionals in various sectors of the industry has had significant impacts on both the public and private sectors (HRDC List of Occupations in Demand: Published December 2016, pages 12, 18, 19, 25, 29, 31, 33 and 35). This mismatch between the skills demand and skills supply has necessitated the development of Project Management skills. The demand for the Project Management qualification has also been confirmed by the survey conducted by the institution. A needs assessment survey was conducted in 2013 and the aim of the survey was to investigate the attractiveness of potential qualifications offered. The survey targeted current and potential students at the institution, as well as public and private sectors. Findings from the survey revealed that project management skills, teamwork and general management skills were highly sought after.</p> <p>The development of the Project Management qualification is in line with the recommendations of the Government Paper No. 37 of 2008: "Towards a Knowledge Society", Tertiary Education Policy, as approved by</p>						

the National Assembly (2008, pg 10). Botswana VISION 2036, under Education and Skills Development, states that Botswana society will be knowledgeable with relevant quality education that is outcome based, with an emphasis on technical vocational skills, as well as academic competences (Education with production).

The Bachelor of Commerce in Project Management qualification is of special interest to the working professional in business and private organizations and those who wish to pursue a career in Project Management. The Bachelor Commerce in Project Management will address regional and national priorities as identified by the Botswana government. This qualification aims to address the scarce and critical Project Management skills shortage in Botswana and the region. The intention is to provide learners with a qualification that will enable them access the labour market.

There are several project management methodologies such as Agile, Scrum, Project Management Body of Knowledge (PMBOK), Projects In Controlled Environments (PRINCE 2) and Waterfall. This qualification is developed based on PMBOK. PMBOK is generally recognised worldwide and is applicable to most projects most of the time and there is a consensus about its value and usefulness.

The purpose of this qualification is to produce graduates with competencies in project selection and appraisal techniques, effective application of project management tools and techniques, project planning, project implementation, project closing and handover, rational judgement and decision making, project monitoring, controlling and evaluation, application of technology and software to project management.

ENTRY REQUIREMENTS (including access and inclusion)

Applicants will be admitted to this qualification on the basis of one of the following minimum benchmark qualifications:

- ✓ Five subjects at Cambridge, BGCSE or any relevant equivalent qualification at NCQF Level 4.
- ✓ An appropriate Further Education and Training Certificate or equivalent.
- ✓ Any relevant qualification at NCQF Levels 5 or 6 may render the candidate eligible for exemptions or credit transfer in accordance with applicable University policies.

In addition to the above admission criteria, relevant experience in the business sector will also be considered. This is recognition of prior learning (RPL).

QUALIFICATION SPECIFICATION	
SECTION B	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
1. Evaluate and apply the tools, techniques, principles, practices and methodologies of project management;	1.1 Describe project management and key elements of the project management framework; 1.2 Outline and review the project management knowledge areas; 1.3 Examine the Project Management Life Cycle and its application to real life situation; 1.4 Analyse how projects are identified, selected, authorized and outsourced; 1.5 Examine innovative quality and project management situations using effective problem-solving and decision-making techniques;
2. Review the interrelationship of the various tools, techniques, practices and methodologies of commerce and project management;	2.1 Evaluate the importance of communication, conflict management and motivation in business environment and project management; 2.2 Analyse the process of stakeholder management and the value of networking; 2.3 Examine and apply the process of problem solving and decision making in the project management context; 2.4 Review the various role-players and stakeholders within the project management process;
3. Develop and apply practical skills to all processes of project management to achieve project success within project constraints of time, cost and scope, as well as quality as depicted by the Project Management Triangle;	3.1 Identify the main variables to be considered in the project environment; 3.2 Examine the project management constraints to make sure projects are completed within time, budget, scope and with the required quality; 3.3 Identify and assess all required resources (people, equipment, facilities, funding) required for effective project management; 3.4 Optimally allocate project resources in each

	phase of the project life cycle as well as prioritise allocation based on project activities to make sure projects are completed within budget;
4. Develop and apply the necessary skills to undertake research in commerce and project management;	<p>4.1 Demonstrate a systematic understanding of a range of research methods that will enable the learner to successfully manage research on projects;</p> <p>4.2 Apply a range of research management techniques to plan and formulate detailed realist work schedules for small to medium technical research projects;</p> <p>4.3 Source and critically appraise the published technical work of other researchers in the chosen field of study;</p>
5. Demonstrate knowledge and competencies to satisfactorily complete the Project Management Professional Examination;	<p>5.1 Show an understanding of the modern academic perspective of the project management;</p> <p>5.2 Develop and illustrate the competence in interacting with and managing individuals and groups in an organizational context;</p>
6. Demonstrate an understanding to act ethically and professionally, and justify decisions made and actions taken using relevant ethical values and approaches;	<p>6.1 Apply ethical principles in project management;</p> <p>6.2 Increase awareness and understanding of the role of ethics in the business environment and project management, and apply ethical solution related to project management;</p> <p>6.3 Demonstrate high degrees of accountability, ethics and responsibility in project management practice;</p> <p>6.4 Examine and evaluate business situations and decisions from an ethical perspective;</p>
7. Communicate and apply ideas, concepts and practical application of theories related to project management, including the stages of planning, implementation, monitoring and controlling;	<p>7.1 Develop the competence in interacting with and managing individuals and groups in an organizational context;</p> <p>7.2 Explain the distinctive nature of communication and the interdependence of effective leadership communication in project management</p>

	<p>environment;</p> <p>7.3 Apply contemporary leadership communication practices to support the flow of communication within an organisation;</p> <p>7.4 Outline project monitoring and controlling outputs common to all knowledge areas;</p>
<p>8. Review and apply technology, new ideas, people and systems-thinking concepts which are sometimes in unfamiliar and variable contexts to transform individuals, organisations and communities within the project environment.</p>	<p>8.1 Examine and outline the application of Information Technology (IT) resources to optimise operations;</p> <p>8.2 Demonstrate the use of IT resources within the total business processes of project management for improvement in overall efficiency and productivity;</p> <p>8.3 Depict the role of IT in each of the project management components;</p> <p>8.4 Demonstrate familiarity and understanding of the MS Project professional embedded in Office 365 online. The student should be able to use it to:</p> <ul style="list-style-type: none"> • <i>Create a Work Breakdown Structure (WBS);</i> • <i>A Gantt Chart;</i> • <i>A project schedule;</i> • <i>A resource load.</i>
<p>9. Exercise the necessary rational judgment and decision-making skills, in a context of personal responsibility and accountability, which will assist in management planning decisions and judicious use of resources in a context of ensuring sustainability and environmental ethics within the project environment.</p>	<p>9.1 Evaluate the requirements for making decisions related to each part of the project management function;</p> <p>9.2 Apply effective managerial decisions in order to ensure that effective utilisation of resources is achieved;</p> <p>9.3 Analyze how project management decisions can influence the overall strategic objectives of an organisation;</p> <p>9.4 Utilise project management methods such as Critical Path Method (CPM) in minimising project duration and maximise resources availability;</p> <p>9.5 Examine the managerial and project effects in</p>

	situations where there is a lack of project resources;
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QUALIFICATION STRUCTURE			
SECTION C			
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	English Language Skills	5	10
	Principles of Marketing	5	10
	End User Computing	5	10
	Basic Economics	6	10
	Business Mathematics	6	10
	Accounting & Finance	6	10
	Microeconomics	7	15
	Macroeconomics	7	15
CORE COMPONENT Subjects / Units / Modules /Courses	Principles of Human Resource Management	5	10
	Fundamentals of Operations Management	6	10
	Principles of Management	6	10
	Fundamentals of Project Management	6	10
	Business Communication	7	15
	Functional Areas of Management	7	15
	Project Management A	7	15
	Financial Accounting	7	15
	Organisational Behaviour	7	15
	Business Law	7	15

	Management Accounting	7	15
	Business Statistics	7	15
	Project Management B	7	15
	Business Information Systems	7	15
	Financial Management	7	15
	Managing Project Quality	7	15
	Business Ethics	7	15
	Research Methods	7	15
	Project Technology Management	7	15
	Project Strategy	7	15
	Project Cost & Procurement Management	7	15
	Project Risk Management	7	15
	Integrated Project Resource Management	7	15
	Advanced Project Planning, Organizing & Tracking	7	15
	Project Leadership & Communication	7	15
	Internship (Work Related Attachment)	7	40
	Capstone/Research Report	7	15
ELECTIVE COMPONENT (Select One) Subjects / Units / Modules /Courses	Project Team Management	7	15
	Project Monitoring & Evaluation	7	15
	Project Portfolio Management	7	15
Rules of combinations, Credit distribution(when applicable): Level 5 consists of 40 credits			

Level 6 consists of 60 credits

Level 7 consists of 415 credits

Total Credits = 515

The credit combination for this qualification is from 90 fundamental components, 410 core components and the remaining 15 is from elective components where the candidate has to choose one.

Module	Pre-Requisite
Business Communication	English Language Skills
Information Systems	End User Computing
Project Management A	Fundamentals of Project Management; Fundamentals of Operations Management
Business Statistics	Business Mathematics
Financial Accounting	Accounting and Finance
Functional Areas of Management	Principles of Management
Macroeconomics	Microeconomics
Organizational Behaviour	Functional Areas of Management
Management Accounting	Financial Accounting
Project Management B	Project Management A
Financial Management	Financial Accounting and Management Accounting
Project Technology Management	Project Management A & B; Information Systems
Managing Project Quality	Project Management A and B
Project Cost and Procurement Management	Project Management A and B; Management Accounting
Project Risk Management	Project Management A and B
Integrated Project Resource Management	Project Management A and B
Project Strategy	Project Management B

Project Leadership & Communication	Project Management A and B; Organizational Behaviour
Advanced Project Planning, Organizing & Tracking	Project Technology Management; Project Management B
Capstone/Research Project	Research Methods
Project Team Management	Project Management A and B; Organizational Behaviour;
Project Monitoring & Evaluation	Project Management A and B; Project Technology Management
Project Portfolio Management	Project Management A and B; Project Technology Management

ASSESSMENT AND MODERATION ARRANGEMENTS

Assessment strategies, requirements and weightings

All assessments, formative and summative, leading/contributing to the award of credits or a qualification should be based on learning outcomes and/or sub-outcomes.

Formative assessment

Formative assessment or continuous assessment contributing towards the award of credits should be based on course outcomes.

The assessment methods for this qualification are by:

1. Test and
2. Assignment.

The contribution to the final mark are as follows:

1. Test – 10%
2. Assignment - 40%

The contribution of formative assessment to the final grade is 50%

Summative assessment

Candidates may undergo assessment including written final examination for each module which contributes 50 % of the final mark for that module.

To pass a module, a final combined mark of 50% is required.

Internal moderation requirements

The following shall apply for both internal and external moderation in accordance with applicable policies and regulations:

Documentation

All necessary documents including: qualification document, alignment matrices, assessment instruments and Assessment criteria/rubrics should be available. The following shall apply for both internal and external moderation in accordance with applicable policies and regulations:

Pre-assessment Moderation

Before administering any assessments that contribute towards the award of credits, moderation must take place. This should entail but not limited to the following:

- ascertaining that the assessment strategy to be used is appropriate for the learning outcome to be assessed;
- ascertaining that the assessment instrument adequately captures the learning outcomes against which assessment is to be carried out;
- ascertaining whether the assessment tasks or questions can enable the assessor to collect sufficient evidence that is typical of relevant exit level descriptors;
- checking if the cover page contains all necessary information;
- Checking if the assessment instrument layout is appropriate and that wording of assessment tasks or questions is appropriate.
- checking if the assessment criteria or a rubric is consistent with the learning outcomes against which assessment is to be done.

Post-assessment Moderation

Moderators must verify that the assessment has been done in compliance with assessment principles. This should include the following:

- checking if all scripts have been assessed using the same criteria;

- verifying if assessment judgments and decisions have been done consistently and that principles such as validity, authenticity, currency and sufficiency have been considered;
- checking if calculation of marks has been done correctly;
- checking if necessary records and reports have been completed.

Sampling Procedure for Moderation

The total number of scripts to be sampled depends on the total number of candidates. If the number of candidates is 20 or less, the moderator should go through all the papers. For more than 20 candidates, the sample shall be 30% of the total number of Scripts. The sample should be representative of the population of candidates in relation to performance, gender, etc.

Moderation reports

A moderation report shall capture, but not limited to the following:

- Sample size and sampling procedures;
- observations about the performance of candidates;
- consistency of assessment judgments and decisions;
- assessment instruments and alignment to learning outcomes;
- recommendations for improvement

RECOGNITION OF PRIOR LEARNING (if applicable)

The developer recognises the importance of the Recognition of Prior Learning (RPL) for academic admission purposes to ensure that applicants who possess skills acquired through life or work experience and non-formal education are catered for. The RPL assessment will focus on ways of evaluating a person's lifelong experiences (formal and informal) against a set of pre-determined criteria as detailed in our **RPL Policy**.

Candidates may submit evidence of prior learning and current competence and/or undergo appropriate forms of RPL assessment for the award of credits towards the qualification in accordance with applicable RPL policies and relevant national-level policy and legislative framework. Implementation of RPL shall also be consistent with requirements, if any, prescribed for the field or sub-field of study by relevant national, regional or international professional bodies.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Horizontal Articulation(related qualifications of similar level that graduates may consider)

Graduates of this qualification may consider pursuing related qualifications (at this level) such as Bachelor of Business Administration; Bachelor of Commerce in Marketing Management; Bachelor of Commerce in Supply Chain Management; Bachelor of Commerce in Information and Technology Management and Bachelor of Commerce in Human Resource Management for purposes of multi skilling, retooling, etc.

Vertical Articulation(qualifications to which the holder may progress to)

Graduates may progress to higher level qualifications such as:

- Post Graduate Certificate (PGCE);
- Post Graduate Diploma in Project Management (PGDPM) and other various Postgraduate qualifications;
- The Bachelor of Commerce (Honours) in Project Management;

Graduates will have requisite competencies and attributes to work as:

- i) Project Officer
- ii) Project Planner
- iii) Project Coordinator
- iv) Project Manager
- v) Project Portfolio Manager
- vi) Programme Manager/ Project Director
- vii) Project Management Specialist/ Management Consultant

QUALIFICATION AWARD AND CERTIFICATION

Minimum standards of achievement for the award of the qualification

A candidate is required to achieve the stipulated **515** total credits inclusive of the fundamental, core and elective components (if any), to be awarded the qualification.

Certification

Candidates meeting prescribed requirements will be awarded the qualification in accordance with standards prescribed for the award of the qualification and applicable policies.

REGIONAL AND INTERNATIONAL COMPARABILITY

This qualification compares with the following:

1. Cape Peninsula University of Technology, Bachelor of Technology in Project Management, Cape Town, Western Cape, South Africa, is a four (4) year degree qualification, equips the learners with knowledge and skills to manage projects of any size, as a project manager in national or international enterprises.
2. Edinburgh Napier University Bachelor of Science in Construction and Project Management, Scotland, United Kingdom (UK), is a four (4) year degree qualification, develops competencies in building design & technology, construction technology, construction project management and project evaluation.
3. Linfield College (Pacific Northwest USA) Bachelor of Administration in Project Management degree qualification develops competences in project integration, project scheduling & planning and project monitoring & control.
4. University College of London (UCL) Bachelor of Science Project Management for Construction, is a three (3) year degree qualification, develops competences in project evaluation & development, project planning, monitoring & control, contract administration, building services engineering. The focus of this degree programme is construction.
5. Heriot-Watt University Bachelor of Science Construction Project Management, Scotland, Edinburgh (UK), is a four (4) year degree qualification, develops competences in project planning, monitoring and controlling in building construction, as well as leadership, organisational and people skills.
6. Colorado Technical University (USA) Bachelor of Science in Business Administration - Project Management degree qualification utilises a practical approach on key knowledge areas defined by the Project Management Institute (PMI) in a Guide to the Project Management Body of Knowledge (PMBOK Guide), the industry standard for project management. The learner is given an opportunity how to utilize the tools, principles and techniques of continuous process improvement.
7. National University of Ireland, Galway, Bachelor of Science in Project & Construction Management, is a four (4) year degree qualification that provides extensive training in both construction management and project management, essential aspects of carrying out large, complex projects in industry. The qualification prepares the learners to taking up technical, management, academic and research/development level positions in the

construction industry, as well as across a range of other industries such as in the bio-pharmaceutical, technology and science industries.

Although the qualifications examined generally follow similar structures and standards, there are differences, though not significant, in that some qualifications emphasize on developing project management competences with emphasis on construction while others focus on developing competences for various industries covering project selection and evaluation, project planning, project implementation and control and project. The other differences are the qualification duration, where other institutions like University College of London (UCL) offer the qualification for three (3 years) while Edinburgh Napier University offers a similar qualification in four (4) years.

As noted above, this qualification generally compares well with all the qualifications studied since the exit outcomes cover similar scope and depth and are aligned to exit-level descriptors typical of this level and type of qualification as done within the region and beyond as well as competencies required for registration and accreditation with professional bodies such as Project Management Institute (PMI). However, differentiates our qualification from the qualifications examined, we have made provision for development of attributes such as application of technology and project software in project management, leadership, decision making, negotiation, conflict management, working ethically, research work, capstone project and practical experience (work related attachment) which are critical in this competitive world for a graduate with qualifications in Project Management.

For more details, in terms of total credits, modules offered and covered, please refer to the **Comparability Matrix** document attached.

REVIEW PERIOD

The qualification will be reviewed after five years, after running its full cycle. However, ad-hoc reviews will be done in line with environmental changes.

Other information – please add any supplementary information to help the application for this qualification for NCQF Registration.

CRITERIA FOR SELECTION OF ASSESSORS AND MODERATORS

Qualification(s) required

- A minimum of Master's degree in a relevant field plus evidence of competence in assessment and moderation

Professional work experience required

- At least two years of academic experience plus work experience in a relevant field.

Professional registration and accreditation

Assessors and moderators must have valid registration and accreditation with all or some of the relevant bodies such as:

- Botswana Qualifications Authority (BQA)
- Project Management Institute (PMI)
- Project Management South Africa (PMSA)
- Association for Project Management (APMI)
- International Project Management Association (IPMA)