QUALIFICATION SPECIFICATION						
						SECTION A
QUALIFICATION DEVELOPER		Management College of Southern Africa (MANCOSA)				
TITLE		Postgraduate Diploma in Project Management (PGDPM)		**NCQF LEVEL**		8
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/ Post Graduate Diploma	√	Master		Doctor	
CREDIT VALUE					**132**	

RATIONALE AND PURPOSE OF THE QUALIFICATION

RATIONALE

The institution intends to develop a Post Graduate Diploma in Project Management qualification. The Post Graduate Diploma in Project Management (PGDPM) qualification will address regional and national priorities as identified by the Botswana government. This qualification aims to address the scarce and critical specialised Project Management skills shortage in Botswana and the region. The qualification is intended to provide students with a qualification that will enable them access to the labour market.

The PGDPM qualification is of special interest to the working professional in business and private organizations and those who wish to advance and pursue a career in Project Management. The qualification is intended to provide access to higher education to those who choose careers in the public and private sectors. The qualification provides an opportunity for individuals seeking to augment their technical skills with specialist project management skills with valuable insights; knowledge and skills into project management within the private and public sectors. The qualification will also enable the learner to develop an advanced understanding of concepts, approaches and tools relevant to the field of project management. Project management impacts directly on the growth and advancement of most modern organisations and is a much sought-after qualification. The qualification enhances the capacity of managers to improve project implementation, production and service delivery thereby contributing to organisational effectiveness.

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. 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, pages12, 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. The institution conducted a needs assessment survey in 2017 and the aim of the survey was to investigate the attractiveness of potential qualifications offered and interrogated the need f o r qualifications that are relevant to the Botswana job market. The survey targeted individuals in both public and private sectors. The results of the survey revealed that most of the respondents were of the

opinion that an under graduate qualification, as well as a postgraduate qualification and above, were suitable for one to secure a job in Botswana. The results clearly confirmed the need for having a postgraduate diploma in project management.

The development of the Project Management qualification is also in line with the recommendations of the Government Paper No. 37 of 2008: "Towards a Knowledge Society", Tertiary Education Policy, as approved by 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 outcomes based, with an emphasis on technical vocational skills, as well as academic competences (Education with production).

PURPOSE

The purpose of this qualification is therefore to produce graduates with competences, superior knowledge and quantitative skills in application of project management principles, tools and techniques, project planning, monitoring and controlling, project management software application and related technologies, project stakeholder management and effective communication, project risk management, project resource management, project strategic leadership and project finance management.

The qualification fills the gap between a bachelor's qualification and a master's qualification in that it provides advanced and specialised knowledge, skills and competencies in project management within a year, without doing a research project (dissertation). Therefore, the qualification prepares the learner to competently proceed and do a master's qualification in 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:

- The minimum entry requirement is a Bachelor's Degree in Project Management or Advanced Diploma OR any relevant field of study at NCQF Level 7 or any other acceptable equivalent qualification.

- Any relevant vocational qualification in Project Management or equivalent at NCQF Levels 8 or 9 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 project management principles, tools and techniques in a work-based context.	1.1 Provide an overview of the concepts and techniques used in generic project management; 1.2 Identify and explain project management constraints and their impact on effective project management; 1.3 Apply common techniques and tools used in project management to manage scope, time, cost and quality; 1.4 Implement strategic leadership skills to ensure proper management of human resources in project management; 1.5 Demonstrate and apply exceptional knowledge on tools and techniques to ensure effective project communication with regards to risk management and project resource management;
2. Review and apply quantitative methodologies in making work-based decisions in project planning, monitoring and controlling processes.	2.1 Show and apply exceptional knowledge on project planning, monitoring and controlling, with regards to project scope and time management; 2.2 Analyse and implement plans for project execution, including planning various tasks and outputs; 2.3 Outline and prepare project scope management planning tasks, including the documentation involved as an output; 2.4 Prepare appropriate documentation for project scope and time management; 2.5 Demonstrate appropriate skills to compile a Work Breakdown Structure (WBS) and scope management plan; 2.6 Show and implement scope verification techniques and scope change controls; 2.7 Identify and prepare a list of deliverables and milestones for any project; 2.8 Outline project time management planning tasks and prepare a project schedule; 2.9 Implement available tools for the project schedule control process and configuration management; 2.10 Compile and use a Gantt chart for project scheduling; 2.11 Prepare project network diagrams and perform critical path analysis; 2.12 Apply project crashing or fast-tracking techniques for scheduling performance requirements, as well as effective use of earned value management in projects;
3. Review and utilise appropriate project management software and other technologies available on the market for efficient and effective project management.	3.1 Use Microsoft Project software and other project management softwares available on the market for project planning, monitoring and controlling; 3.2 Apply Microsoft Project software to identify and assign resources required for a project; 3.3 Demonstrate an understanding and importance of a project baseline;

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		3.4	Apply Microsoft Project software to generate various standard project management reports;
4.	Evaluate and apply effective communication and risk management in projects.	4.1	Explain thoroughly the importance of effective communication in project management;
		4.2	Identify and utilise the various modes of communication to various stakeholders in project management;
		4.3	Create a stakeholder management plan to facilitate specific communication requirements;
		4.4	Critically discuss the various phases and processes of project communication management;
		4.5	Apply proper etiquette when conducting project meetings;
		4.6	Identify and explain the risks associated with project management and outline approaches to mitigate risks;
		4.7	Use appropriate techniques and templates to formulate project risks;
		4.8	Identify and apply appropriate strategies to manage risk;
		4.9	Create a risk management response plan;
5.	Recognize and manage human resource and all other relevant resources for effective and efficient project management.	5.1	Identify and outline all required resources (people, equipment, facilities, funding) required for effective project management;
		5.2	Optimally allocate project resources in each phase of the project lifecycle as well as prioritize allocation based on project activities;
		5.3	Utilize project management methods such as Critical Path Method (CPM) in minimizing project duration and maximising resources available;
		5.4	Describe the managerial and project effects in situations where there is a lack of project resources;
		5.5	Outline storage requirements and storage management for both storable and non-storable resources;
		5.6	Perform resource scheduling, availability and optimisation which are considered to be key to successful project management;
		5.7	Outline software related requirements for project resource management and show how software can be used to ensure successful allocation of resources;
		5.8	Perform project initiation based on resource needs and strategies which must be analysed, specified and accepted as part of the project "charter";
6.	Appraise and apply appropriate project leadership skills for successful project implementation.	6.1	Explain the importance of stakeholder management and the value of networking;
		6.2	Discuss and apply the process of problem solving and decision-making in project environment;
		6.3	Examine and prepare various organizational breakdown structures;
		6.4	Prepare job descriptions for the project team;
		6.5	Develop high performing project management teams;
		6.6	Explain and apply the various leadership traits, theories and styles;
		6.7	Devise appropriate strategies to motivate the project team;
		6.8	Employ appropriate delegation techniques for successful project delivery;
		6.9	Negotiate with all stakeholders in order to fulfill project

			objectives and have the best project outcomes;
		6.10	Communicate effectively with the project team and other stakeholders;
7.	Review and apply financial and management accounting principles to projects for efficient and effective project management.	7.1	Explain the importance of financial and management accounting to projects;
		7.2	Identify and explain the various components of the total cost of a project;
		7.3	Outline and critically discuss the various estimating techniques that may be used to predict a project's resource requirements quickly and accurately;
		7.4	Explain the various means of finance that are available to meet the costs of a project;
		7.5	Identify and explain the key business considerations in choosing the means of finance;
		7.6	Determine the expected profitability of a project by preparing a Projected Statement of Comprehensive Income;
		7.7	Explain the significance of break-even analysis to project management;
		7.8	Perform the relevant calculations for each of the earned value management terms and show its application to project management;
		7.9	Explain the present and future value of money and its significance to project management;
		7.10	Apply the payback period and accounting rate of return and discounted cash flow methods to appraise investment decisions in projects;
8.	Review and apply project quality management theory and principles for successful project implementation.	8.1	Outline the processes associated with project quality management;
		8.2	Explain the various frameworks of quality management;
		8.3	Outline and discuss the six (6) successful factors for managing quality;
		8.4	Explain the inputs, tools and techniques and output of the quality assurance process;
		8.5	Explain the inputs, tools and techniques and output of the quality planning process;
		8.6	Explain the inputs, tools and techniques and output of the quality control process;
		8.7	Outline the categories of quality management tools;
		8.8	Describe and examine the quality management tools applicable to projects;
		8.9	Develop a quality management plan for a project;

QUALIFICATION STRUCTURE			
			SECTION C
	Title	**Level**	**Credits**
Fundamental Components	Principles of Project Management	**7**	**10**
	Project Scope and Time Management	**8**	**12**
Core Components	Project Communication and Risk Management	**8**	**15**
	Project Resource Management	**8**	**15**
	Project Financial Management	**8**	**15**
	Project Quality Management	**8**	**15**
	Project Applied Technology	**8**	**15**
	Research Methodology 1	**8**	**10**
	Research Methodology 2	**8**	**10**
Elective Component (Select One Module Only)	**ELECTIVES (SELECT ONE MODULE ONLY)**		
	Project Management Leadership	**8**	**15**
	Organisational Behaviour	**8**	**15**
	Human Resources Development	**8**	**15**
	Supply Chain Management	**8**	**15**

Rules of combinations, Credit distribution (where applicable):

Fundamental Components- 22 Credits

Core Components- 95 Credits

Electives- 15 Credits

Level Distribution:

Level 7-10 Credits

Level 8- 122 Credits

Module	Pre-Requisite
Principles of Project Management	-
Project Scope and Time Management	-
Project Communication and Risk Management	-
Research Methodology 1	-
Project Resource Management	Principles of Project Management, Project Scope and Time Management

Project Financial Management	Principles of Project Management
Project Quality Management	Principles of Project Management; Project Communication and Risk Management; Project Scope and Time Management;
Project Applied Technology	Principles of Project Management; Project Scope and Time Management;
Project Management Leadership	Principles of Project Management
Research Methodology 2	Research Methodology 1

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 institution 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:

This qualification may articulate horizontally with Postgraduate Diploma in Business Management, Bachelor's Degree Honours and any cognate qualification at NQF Level 8.

Vertical Articulation:

This qualification may articulate vertically with Master of Commerce in Project Management (MCom Project Management), Master of Business Administration (MBA) or any cognate master's degree.

Graduates will have requisite competencies and attributes to work as:

i) Project Manager
ii) Project Coordinator
iii) Project Management Consultant
iv) Facilities Manager
v) Project Director
vi) Project Portfolio Manager
vii) Programme Manager
viii) Project Management Specialist
ix) New Product Development Manager

QUALIFICATION AWARD AND CERTIFICATION

Minimum standards of achievement for the award of the qualification

A candidate is required to achieve the stipulated **132** total credits inclusive of all core components, 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. Regent Business School South Africa Postgraduate Diploma in Project Management (PGDPM) is a one (1) year qualification (NQF Level 8), offers Part Time mode of study which produces candidates with competence and advanced knowledge in project planning, project quality management, proper management of project resources, Project communication, stakeholder relationships management in an ethical and professional manner, self-directed learning, Analysis and evaluation. Generate and manage projects, corporate governance, risk management, and strategic management, Integrating skills and knowledge to produce holistic solutions to real-life problems and challenges. This focus is on general Project management

2. Cranefield College Advanced Diploma in Programme Management Course (PGDipPM) – NQF L8 is a one (1) year qualification that develops competencies for professional project management and

programme management of project and supply chain portfolios in the value chain, applying and critically reflecting on current theoretical thinking and practices of programme management. Students gain advanced operational, structural, and behavioural knowledge and insight to promote strategic leadership and performance optimisation in an organisation.

3. The University of Sydney (Australia) Postgraduate Diploma in Programme Management Course (PGDipPM), is a one (1) year qualification, develops competences and advanced knowledge in project planning, monitoring and control, project risk analysis and scheduling, project finance and procurement, how best to manage international projects as well as strategic management.

4. The University of Manchester (UK) Postgraduate Diploma in Programme Management Course (PGDipPM), is a two (2) year Part Time qualification, develops competences and advanced knowledge in project planning, monitoring and control, project risk analysis and scheduling, project quality management, logistics and supply chain practices as well as project management systems.

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 and advanced knowledge applicable to various industries covering project selection and evaluation, project planning, project implementation and control, project quality management, project risk analysis and management, project leadership and conflict management.

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). Furthermore, all institutions offer this qualification at level 8 and the total number of credits for the qualification are almost similar ranging from 120 -135 except for university of Sydney qualification which has 48 credits. Note that University of Sydney uses Australian Qualifications Framework. All institutions offer the qualification in one (1) year except University of Manchester (UK) which offers it in two (2) years.

This qualification's modules are generally similar to other institutions' modules being offered. However, what differentiates our qualification from the qualifications examined is that we have made provision for development of attributes such as project strategic leadership, competency in project management software applications and associated technologies, effective project communication, project resource management, and project financial management, which are critical in this competitive world for a postgraduate diploma graduate in Project Management. This qualification also offers research methodology module and it has electives. Furthermore, our qualification offers project technology management which is not clearly indicated in other institutions.

REVIEW PERIOD

The qualification will be reviewed after every five (5) years or as and when the need arises.
Furthermore, 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.