

QUALIFICATION SPECIFICATION							SECTION A
QUALIFICATION DEVELOPER		New Era College (Lead Developer) Gaborone University College of Law & Professional Studies Gaborone Institute of Professional Studies Botho University					
TITLE	Bachelor of Commerce in 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							
Rationale The Botswana Human Resources Development Council Career Guidance 2017 endeavours to align the training needs with the country's labour market demand for relevant skills. This move is encapsulated in the National Human Resources Development Strategy (2009-2022). Some of the issues addressed and disseminated in Career Guidance information pertains to twelve sectors of the Botswana economy as currently outlined and established by the HRDC. The Career Guidance notes that sector based HRD planning involve critical review of all key sectors of the economy in Botswana. In that endeavour HRD planning determines skills shortage, skills excesses, and quality of training qualifications among other things. In the Career Guidance of 2017, the Executive Summary outlines Top Occupations in Demand. Project Management has been identified under the Finance and Business Services as one occupation which is experiencing a shortage of manpower and is in demand. According to HRDC Career Guidance (2017), project managers are needed in a wide variety of industries. Although quite common in the IT field, project-oriented work is also common in business services, oil and gas, finance and insurance, manufacturing, construction, and utility industries all over the world. Project managers are always in demand, no matter what the industry, there will be a need for qualified professionals to plan and provision the work. In January 2018, the institution carried out a survey to find out how employees involved in project work felt about the relevance of the project management job as well as rating the skills required in project management.							

Purpose

The qualification is aimed at equipping candidates with the following knowledge and skills:

- Planning for a project
- Project monitoring
- effective communication strategies in all project operations,
- the principles of risk management to a project,
- Providing a project management framework
- Utilizing Information Technology during the life cycle of a project

ENTRY REQUIREMENTS (including access and inclusion)

Prospective learners will be admitted to the B. Com in Project management qualification on account of having satisfied the entry requirements for the level they apply for.

Entry Requirement to Year 1

- NCQF Level 4, Certificate IV or equivalent, and passes in any relevant 6 subjects, including English and Mathematic subjects
- NCQF Level 5, Certificate V or equivalent in any Project related discipline.
- Mature Entry with Certificate IV (NCQF Level 4) or equivalent will be accepted.
- Any candidates with at least 2 years' experience in Project management, a letter from employer confirming experience and training in the relevant field on the job will be recognised for admission through Recognition of Prior Learning.

QUALIFICATION SPECIFICATION		SECTION B	
GRADUATE PROFILE (LEARNING OUTCOMES)		ASSESSMENT CRITERIA	
3.1 Apply effective communication strategies in all project operations		3.1.1	Communicate in written, electronic and oral forms to the project stakeholders in meetings, negotiations, etc.
		3.1.2	Conduct effective presentations for various project purposes to stakeholders
		3.1.3	Create a project management communication plan that builds effective stakeholder and project team communication,
		3.1.4	Apply a variety of project reporting tools and communication templates for communication purposes throughout the project life cycle.
3.2 Utilize Information Technology during the life cycle of a project		3.2.1	Prepare reports, memos, invoices, inquiries etc. by use of information technology during the life cycle of a project
		3.2.2	Utilize project management technologies and analytics to streamline and ease process
		3.2.3	Communicate through information technology by emails, social media etc. during the life cycle of a project
3.3 Provide a project management framework		3.3.1	Provide the characteristics of a project in an organisation
		3.3.2	Distinguish projects from operational work in an organisation
		3.3.3	Identify the different processes, areas of expertise and contexts of project management in an organisation
		3.3.4	Explain the difference between project life cycles from product life cycles in an organisation
		3.3.5	Identify key stakeholders and organisational influences in a project
		3.3.6	Execute the functions of the project management office and the project management system
3.4 Apply the principles of risk management to a project.		3.4.1	Outline the legislation relevant to the development of a risk management plan to ensure compliance throughout the project.
		3.4.2	Risk management and its processes are understood in terms of minimizing or eliminating risks.
		3.4.3	Analyze the potential risks and their impact on the project to enable preventative action to be taken.
		3.4.4	Develop a risk management response and updates for the risk management plan.
3.5 Design and draw the different types of networks and precedence diagrams on a project of an organisation		3.5.1	Develop the arrow diagram
		3.5.2	Outline the precedence diagram
		3.5.3	Determine the PERT network analysis
		3.5.4	Specify the principles to observe when preparing a project network
		3.5.5	Discuss the conventions adopted in preparing arrow diagrams
		3.5.6	Examine the critical path in relation to completion of the project
		3.5.7	Calculate earliest starts and finishes of an activity

	3.5.8 Describe the principles to observe when obtaining duration of activities 3.5.9 Use a diagram to illustrate the 'ladder' 3.5.10 Prepare analysis sheet using a 'part network' 3.5.11 Compare common conventions on the activity-on-the-arrow and precedence diagrams 3.5.12 Draw the presentation network diagram illustrating precedence networks after going through the process of researching the documents up to completing the forward and backward passes.
3.6 Conduct business legally, ethically and professionally during the life of a project	3.6.1 Demonstrate the procurement life cycle including contract (tort) laws, 3.6.2 Identify potential legal issues in a project, 3.6.3 Develop the step-by-step methodology for developing and managing procurement specifications, documents and contracts, 3.6.4 Identify best practices for the vendor selection process.
3.7 Demonstrate knowledge in accounting and financial management during the running of a project	3.7.1 Manage a project's finances effectively 3.7.2 Assess financial risk in a project 3.7.3 Advise on strategies to manage financial risks in a project 3.7.4 Interpret project financial statements for informed decision-making 3.7.5 Draw budgets for the specific period during the life cycle of the project
3.8 Outline the project cost management plan	3.8.1 Demonstrate cost estimating methods in a project 3.8.2 Utilize the skills and tools for the development of a project cost estimate 3.8.3 Demonstrate the skills and knowledge for development and management of a project cost baseline 3.8.4 Illustrate the handling of ongoing cost baseline management and control of a project
3.9 Develop a project scope management plan	3.9.1 Develop a project scope statement as the basis for future project decisions 3.9.2 Describe the major project deliverables and project work into smaller, more manageable units 3.9.3 Develop acceptance procedure for completed projects 3.9.4 Control changes to a project scope
3.10 Demonstrate the establishment and management of a Project Site	3.10.1 Demonstrate knowledge of management contracting in an organisation 3.10.2 Illustrate the ability to manage a construction project in an organisation 3.10.3 Demonstrate ability to plan for the site establishment and management 3.10.4 Determine the documentation and instructions required during site establishment and management 3.10.5 Manage the necessary activities to ensure effective on-site control of a project
3.11 Provide effective leadership during the life cycle of a	3.11.1 Develop effective leadership styles 3.11.2 Apply effective strategies in leading project teams for project productivity

project	3.11.3 Manage project teams by enabling them to conduct their duties and tasks independently and cooperatively 3.11.4 Coordinate project members to achieve high levels of performance and to overcome barriers to change 3.11.5 Identify and engage determinants of human performance in a project 3.11.6 integrate the elements of the project in order to facilitate trade-offs and work in a manner consistent with overall project objectives 3.11.7 Create a dynamic team environment built on collaborative relationships, 3.11.8 Identify ways to constructively and proactively manage conflict in order to avoid potential harm to the project and/or project team
3.12 Demonstrate adequate knowledge in planning, executing, controlling and evaluation of a project in the performing organisation	3.12.1 Create and execute project work plans 3.12.2 Define project scope and deliverables, 3.12.3 Determine project resources and staffing requirements, 3.12.4 Set project milestones, 3.12.5 Develop budget proposals 3.12.6 Describe the project closing procedures
3.13 Apply the different project management methodologies	3.13.1 Apply lean project management in an organisation 3.13.2 Identify the benefits of each project management methodology in an organisation 3.13.3 Demonstrate knowledge of the application of KANBAN methodology in an organisation 3.13.4 Apply AGILE project management methodology in a project 3.13.5 Demonstrate the application of PRINCE2, SCRUM and Waterfall methodologies in project management
3.14 Conduct a human resource audit of an organisation and explore the strategic implications	3.14.1 Describe Strategic management implications of four major types of human resource approaches to strategy development are explained. 3.14.2 Demonstrate an understanding of basic types of financial management decisions and the role of the financial manager is demonstrated. 3.14.3 Outline the implications of the different forms of business organization.
3.15 Conduct financial resource analysis	3.15.1 Evaluate sources of funds available to an organization. 3.15.2 Carry out an analysis of an organization's current financial resources. 3.15.3 Assess an organization's potential for further funding and the costs of risk involved. 3.15.4 Identify and quantify the financial benefits of strategies and their cash flow implications.
3.16 Research through application of numerical and statistical knowledge for testing and improving the quality of developed Business	3.16.1 Approach problems and solve them through researching using appropriate technologies 3.16.2 Apply relevant research methodologies in conducting research to produce publishable research documents 3.16.3 Attend research conferences, workshop and seminars with a

applications and Business models.	view to stay updated on latest technologies, theories and methodologies in Business fields. 3.16.4 Publish research articles on existing and emerging issues in Business fields in order to create new knowledge and to provide solutions to running problems
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QUALIFICATION STRUCTURE			
SECTION C			
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	Introduction to communication	5	10
	Principles of Accounting	5	10
	Introduction to computer technology	5	10
	Business Mathematics	5	10
	Human resources management	6	15
	Business Ethics	7	15
	Health and Safety	7	15
	Environmental Management	7	15
CORE COMPONENT Subjects / Units / Modules /Courses	Fundamentals of project management	6	15
	Managing work and costs	6	15
	Business Law	7	15
	Research Methods	7	15
	Stakeholder management	6	15
	Strategic management in project management	7	15
	Project Management Systems	7	15
	Tendering and Billing in Project Management	7	15
	Project Risk Management	7	15
	Project Management in Services	7	15
	Project management Framework Analysis	7	15
	Managing Quality in Projects	7	15
	Project Strategy	7	15
	Project Cost & Procurement	7	15
	Project Planning, Organizing & Tracking	7	15
	Integrated Project Resource Management	7	15
	Project Leadership & Communication	7	15
	Change management	7	15
	Project Monitoring & Evaluation	7	15
	Project Portfolio Management	7	15
	Advance Project Planning, Organizing & Tracking	7	15

	Industrial Attachment	7	40
	Dissertation	7	30
ELECTIVE COMPONENT (CHOOSE 2) Subjects / Units / Modules /Courses	Organizational Behavior	7	15
	Strategic Management	7	15
	Financial Management	7	15
	Marketing Management	7	15

Rules of combinations, Credit distribution(where applicable):

The qualification consists of (500 Credits):

- Modules at NCQF Level 5= 40 Credits.
- Modules at NCQF Level 6= 60 Credits
- Modules at NCQF Level 7 = 415 Credits
- Fundamentals modules have a total of = 115 Credits
- Core modules have a total of = 370 Credits
- Electives have a total of = 30 Credits

TOTAL NUMBER OF CREDITS = 515 Credits.

MODULE	PREREQUISITE
Managing work and costs	Fundamentals of project management
Stakeholder Management	Fundamentals of project management
Strategic management in project management	Stakeholder management
Project Management Systems	Introduction to computer technology
Tendering and Billing in Project Management	Strategic management in project management
Project Risk Management	Strategic management in project management
Project Management in Services	Strategic management in project management
Project management Framework Analysis	Strategic management in project management
Managing Quality in Projects	Fundamentals of project management
Project Strategy	Project management Framework Analysis

Project Cost & Procurement	Project management Framework Analysis
Project Planning, Organizing & Tracking	Project management Framework Analysis
Integrated Project Resource Management	Project management Framework Analysis
Project Leadership & Communication	Project management Framework Analysis
Change management	Project management Framework Analysis
Project Monitoring & Evaluation	Project management Framework Analysis
Project Portfolio Management	Project management Framework Analysis
Advance Project Planning , Organizing & Tracking	Project Planning , Organizing & Tracking
Dissertation	Research Methods

ASSESSMENT AND MODERATION ARRANGEMENTS

Integrated Assessment:

Assessment is conducted in accordance with national and ETP based Assessment Policies and guidelines. Assessment for this qualification will consist of at least:

Formative assessments

Formative assessment will take place by means of the assignments that will include evidence of job-related understanding, application and evaluation of knowledge, theory and methodologies.

- Learners receive feedback on all assessments from the assessor within three weeks of assessment.
- Feedback on assignments is communicated, and discussed during contact sessions.
- In line with the institutional assessment policy, results are confidential.
- Additional self and peer assessment exercises are available per module (and units) as formative assessments and are utilized during chats, forums and contact classes.

All **formative assessments** shall be aligned to learning outcomes and/or sub-outcomes. Formative assessment or continuous assessment include tests Class Discussions, Role Presentations, practical and assignments as well as Mid-term Assessments. These forms of assessments contribute to **40%** of the final grade.

Summative assessment

Summative assessment will happen by means of a formal examination process.

Summative assessment occurs at the end of a teaching and learning cycle when students are given the opportunity to demonstrate what they have learned by applying their knowledge in new and authentic contexts. Summative assessments are a means to gauge, at a particular point in time, student learning relative to the pre-defined criteria communicated to students prior to and during formative assessment. Although the information gained from this type of assessment is important, it can only help in evaluating certain aspects of the learning process. The Final Examination contribute to **60%** of the final grade. Final Examinations are written at the end of each semester.

Moderation

Moderation takes place in accordance with the institutional Moderation Policy. This Policy provides for a moderation process that verifies that assessments are fair, reliable, valid, practicable and transparent and also evaluates assessor performance.

Moderation must include both internal and external moderation of assessments. Moderation should also encompass achievement of the competence described both in individual unit standards, exit level outcomes as well as the integrated competence described in this qualification.

Selection of Assessors and Moderators

Assessors and Moderators will be selected from the pool of qualified and experienced professionals who have teaching and training certification. They should also be registered by BQA as Assessors and/or moderators.

Internal moderation requirements

Anyone assessing a learner or moderating the assessment for this Qualification must be registered as an assessor with the BQA.

The Examination is set by a team of Examiners. They will ensure that the assessment items are aligned with both the assessment principles and the learning outcomes.

External moderation requirements

External moderators will be engaged for pre-moderation and post moderation of papers. External Moderators will be experienced professionals in the field and are subject specialists whom, after receiving the assessment paper ensure quality and standard of the paper is maintained. They may accept or reject the paper if not meeting assessment principles. After, the external moderation exercise has taken place the papers will be taken to the Institution for corrections and printing for safe storage before the final date of examination.

Moderation of answer scripts.

External moderators have a mammoth task to ensure that the answer-scripts are moderated as they constitute or determine the fate of the student. Moderators check and verify whether the assessor complied with the assessment process. Moderators give comments, observations and recommendations that would influence the decision of the Senate.

RECOGNITION OF PRIOR LEARNING (if applicable)

Recognition of Prior Learning will apply for this qualification. It will be implemented in accordance with the national and ETP – based Recognition of Prior Learning Policies and guidelines. The policies provide processes and procedures by which RPL is conducted.

The assessment processes involved with RPL are the same as those followed for awarding credits in an academic setting. An RPL candidate seeking credits for previously acquired skills and knowledge must still comply with all the requirements as stated in learning modules and learning qualifications. The difference is the route to the assessment. RPL assessment takes a holistic view of the process of assessment where the context of the learning as well as the context of the person who is being assessed is taken into account.

7 PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

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

- 7.1.1 Bachelor of Commerce in Business Management
- 7.1.2 Bachelor of Commerce in Entrepreneurship
- 7.1.3 Bachelor of Commerce in Strategic Management
- 7.1.4 Bachelor of Commerce in Human Resource Management

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

- 7.2.1 Bachelor of Commerce (Honors) in Project Management
- 7.2.2 Bachelor of Science (Honors) in Project Management
- 7.2.3 Master of Commerce in Project Management
- 7.2.4 Master of Science in Project Management
- 7.2.5 Master of Business Administration
- 7.2.6 Master of Commerce in Strategic Management
- 7.2.7 Master of Commerce in Entrepreneurship
- 7.2.8 Master of Commerce in Human Resource Management

7.3 Employment Pathways

- 7.3.1 Project Manager in Civil Engineering
- 7.3.2 Project Manager in Electrical Engineering
- 7.3.3 Project Manager in Construction
- 7.3.4 Project Manager in Information Technology
- 7.3.5 Project Finance Managers
- 7.3.6 Lecturer in Project Management
- 7.3.7 Site Lead Managers
- 7.3.8 Project Consultants and Advisors
- 7.3.9 Tendering and Billing Officers
- 7.3.10 Procurement Managers
- 7.3.11 Estate Developer Managers

QUALIFICATION AWARD AND CERTIFICATION

In order to be considered for a Certificate award, a candidate must have completed all elements of assessment for each course as listed in the corresponding qualification regulations. Students who completed 4 years and have passed all the modules with accumulated credits of 500 credits for the level of study shall be awarded the Bachelor of Commerce in Project Management. The credits in the qualification after completion can be transferred to any institution of choice, if the student wants to pursue further studies.

In order for the student to graduate they have to pass all the modules of the degree qualification. That means students should pass the Course Work and the Examination. Students should ensure that they fulfil all the requirements for the course work, failing which, they will not be eligible to sit for the final examination.

Certification

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

REGIONAL AND INTERNATIONAL COMPARABILITY

Comparability Matrix

Criteria	University of Sydney (Australia)	Information and Communication University of Zambia (Zambia)	University College London (Britain)	MANCOSA (RSA)
Credits	144	Not available	360	360
Duration	3 years	4 years	3 years	3 years
Average Modules/Semester	6	5	6	5

The regional and international comparison shows that this qualification provides comparable competences, skills and knowledge with other qualifications. In view of the NCQF requirements operative in the SADC region the credit value of this qualification lies within the same range with other qualifications in the same domain with a minimum of 480 credits required of a bachelor's degree. Conclusively, this qualification compares relatively well with other regional and international qualifications in the same domain and at the same level. The qualification compares favorably in terms of its learning outcomes duration and core modules. However, duration and credit values differ with institutions.

REVIEW PERIOD

The qualification will be reviewed every 5 years.