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SECTION A:	QUALIFICATION DETAILS					
QUALIFICATION DEVELOPER	Institute of Development Management (IDM) Botswana Campus					
TITLE	Bachelor of Science in Project Management				*NCQF LEVEL*	7
FIELD	Business, Commerce and Management Studies	*SUB-FIELD*	Project Management		*CREDIT VALUE*	485
New Qualification				Review of Existing Qualification		√
SUB-FRAMEWORK	General Education		TVET		Higher Education	√
QUALIFICATION TYPE	Certificate	I	II	III	IV	V	Diploma	Bachelor	√
	Bachelor Honours		Post Graduate Certificate		Post Graduate Diploma	
	Masters			Doctorate/ PhD		

RATIONALE AND PURPOSE OF THE QUALIFICATION

RATIONALE:

Botswana faces an overwhelming need for fast and effective service delivery. The public sector, NGOs as well as donor and aid agencies are increasingly emphasizing outputs-based funding with clearly articulated timelines. Without effective Programme and Project Management, achieving acceptable and effective service delivery is unlikely, and achieving targets set by donor agreements becomes almost impossible. In today's global marketplace, complexity and speed are very important factors to consider. If we take a close look at various projects that are taking place in different corners of the world, we see many of them being initiated with tighter budgets than projects in the past. Aside from this, the project-based business is now growing bigger and bigger every day.

Managing work through projects is a big feature of working life in modern organisations. The experience of the past several years indicates that the modern business is no longer based on operations alone. Project-based business is growing bigger and bigger every single day. Essentially there is revival in the application of project management as an approach to business operation in many local industries. Some key business plans are presently subject to a defined project plan, and with specified delivery and time constraints. The art of project management has changed, and thus today the art of effectual project management needs a new type of skill. Accordingly, the importance of project management training and certification is on the rise.

Project management, though often integrated into various degree programmes as a small segment of the course work, is an entirely independent profession and can be studied as such. There are many facets to this complex and potentially lucrative profession. A career in project management is well suited to those that are looking for a challenging and diverse work environment, where no two days are ever alike. The need for a project management team in a business usually arises when a company/organisation embarks on a significant initiative. Project management can also contribute to the overall success of a business by ensuring that projects are successfully completed within the constraints of time, cost and quality. Project management is a skill that is in high demand in Botswana and globally. Project managers play a vital role in the economic growth of a developing country such as ours. Therefore, project management training will help each project manager know the what, why, and how of discipline. Along with this, project management training will help managers to understand what fundamental talent project managers need to be more effective and how you can develop them, as well as why business and project alignment is important for project management success.

The Bachelors of Science degree in Project Management is designed to bridge the training gap between the existing diploma and Master's Degree programs. In line with the national tertiary education trends and educational policy priorities, this program will increase access to undergraduate education while enhancing opportunities for graduate level training in project management. As a home-made and locally available program, the tenets of the BSc in Project Management will be relevance to the needs of the present day economy, future challenges of Botswana and sustainability. The establishment of the degree programme is also meant to accommodate those who have completed Diploma in Project Management to upgrade themselves to degree level.

Further, the development of the Bachelor of Science in Project Management qualification is in line with the recommendations of Tertiary Education Policy of 2008: "Towards a Knowledge Society". 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). Lastly it has been found through various National Development Plans and District Development Plans that only half of the projects were implemented due to lack of implementation capacity by government agencies and therefore the programme is designed to build capacity and close the gap between planning and implementation of projects.

PURPOSE:

The purpose of this qualification is to produce graduates who have skills and competences in:

- Managing the projects, programmes and portfolios leading to fast and effective delivery of service
- Utilizing tools, techniques, principles, practices and methodologies of project management
- Preparing a project management plan
- Executing, monitoring and closure of projects
- Designing monitoring and evaluation procedures for projects

ENTRY REQUIREMENTS (including access and inclusion)

1.1 NCQF Level 4 certificate a credit in English, Mathematics and Science subjects are admitted for

entry at Year 1

1.2 Learners who do not meet the above requirements may be considered in terms of national Policy on Recognition of Prior Learning (RPL) Regulations as well as the Institution Recognition of Prior Learning Policy.

SECTION B	QUALIFICATION SPECIFICATION
GRADUATE PROFILE (LEARNING OUTCOMES)	**ASSESSMENT CRITERIA**
LO 1 Communicate all project matters effectively regardless of the project environment	1.1 Apply effective communication strategies to the target audience 1.2 Prepare the strategy to communicate the central message logically 1.3 Disseminate project information using presentations or any other appropriate technology. 1.4 Use communication skills effectively to develop judgement on business matters
L.O.2 Demonstrate knowledge of tools, techniques, principles, practices and methodologies of Project management	2.1 Apply key concepts and principles of project management 2.2 Outline the roles of project managers and their teams 2.3 Apply the Project Cycle, Logical Framework, and PRINCE 2 in various knowledge areas of Project Management 2.4 Outline the various Knowledge Areas of Project management 2.5 Apply project constraints and how they impact on projects 2.6 Implement change management practices in managing projects
L.O.3. Apply knowledge of project appraisal, concepts, methods, tools and techniques in selection of right projects	3.1 Apply various feasibility models for project appraisal 3.2 Select a project out of several projects for implementation 3.3 Develop a financial cash flow for a good security project and calculate the quantitative worth of the project 3.4 Determine the worth of the project on critical qualitative issues such as environmental, gender, cultural and political issues 3.5 Compile a project appraisal report indicating final costing as well as discounting methods used

L.O.4. Apply knowledge of project planning to prepare a project management plan	4.1 Prepare a project charter for approval 4.2 Prepare project plans (Scope, Schedule, Cost and Quality) 4.3 Prepare subsidiary project plans(Risk, Resource, Communication, Procurement, Stakeholder) 4.4 Finalize the project plan after consultation with stakeholders
L.O. 5. Demonstrate knowledge of project execution, monitoring and closure	5.1 Implement key processes of managing project execution 5.2 Implement Project Monitoring and Control processes to manage projects 5.3 Apply soft project management skills in execution of projects. 5.4 Apply key processes involved in termination of projects 5.5 Apply key processes of project auditing 5.6 Implement records management concepts in managing projects
L.O. 6.Apply knowledge of procurement principles and procedures, legal and regulatory frameworks and contracts in projects	6.1 Apply the procurement cycle and its relationship to projects 6.2 Implement the tendering types and tendering procedures 6.3 Articulate traditional and contemporary theories in contract management 6.4 Outline the intention of particular clauses when drafting contracts to determine which clauses should be negotiated. 6.5 Design contracts that minimises risk to the project or project manager 6.6 Evaluate the whole supply chain when managing a project
L.O. 7. Apply knowledge of designing monitoring and evaluation procedures for projects	7.1 Define the M & E concepts 7.2 Compare and contrast Frameworks and M&E plans 7.3 Utilize appropriate monitoring Indicators 7.4 Apply the process of Data capture, analysis and reporting
L.O. 8. Apply knowledge of IT applications in Projects	8.1 Use Microsoft project, Excel applications, softwares for Appraisals such as COMFAR selected projects 8.2 Apply basic IT applications in current use in the in the field of project management to generate information for decision making purposes 8.3 Use IT application to generate various reports for presentation to stakeholders

	8.4 Apply the use of Web 2.0/3.0 technologies for collaborative working using a range of static and mobile application technologies
L.O. 9. Analyse contemporary issues and how they influence management of projects	9.1 Apply relevant contributory emerging issues to Project Management 9.2 Evaluate the main drivers for change in the built environment 9.3 Implement key environmental issues on project as identified by Environmental Impact Assessment 9.4 Apply best practices in health and safety when planning for projects to promote healthier communities 9.5 Incorporate issues of sustainability in managing projects 9.6 Utilize principles of marketing in managing projects 9.7 Incorporate governance issues in managing projects
L.O 10. Apply knowledge of entrepreneurship and acquisition of venture creation skills in various contexts	10.1 Apply entrepreneurship skills to identify business ventures 10.2 Link disciplines of entrepreneurship and Project management in venture creation 10.3 Address challenges associated with pursuing an entrepreneurial opportunity 10.4 Construct a business model in line with business idea 10.5 Develop a comprehensive business plan
L.O. 11. Apply knowledge of Project Management in the workplace	11.1 Perform professional work under the direction of a supervisor 11.2 Develop a professional attitude and effective interpersonal relationships in the work environment 11.3 Use project management techniques appropriately in the work place
L.O 12. Demonstrate knowledge of Volatility, Uncertainty, Complexity, Ambiguity (VUCA) Leadership within the project management domain	12.1 Apply the key components of VUCA 12.2 Implement effective entrepreneurial planning, decision-making, communication skills in turbulent environments 12.3 Predict volatility in the business to be able to adapt accordingly 12.4 Apply the key principles, process to lead teams within the organization through VUCA.
L.O 13. Demonstrate strategic leadership concepts in managing projects	13.1 Formulate strategy to manage projects

	13.2 Apply appropriate leadership styles in managing projects
L.O 14 Demonstrate knowledge of Project Management to investigate a problem	8.1 Apply knowledge gained throughout the programme to identify a particular problem 8.2. Investigate the problem 8.3 Propose solutions to the problem

SECTION C	QUALIFICATION STRUCTURE			
FUNDAMENTAL COMPONENT *Subjects/ Courses/ Modules/Units*	**TITLE**	**Credits Per Relevant NCQF Level**		**Total** *(Per Subject/ Course/ Module/ Units)*
		Level [5]	**Level [6]**	**Level [7]**	
	Communication and academic writing skills	10			10
	Professional Communication		10		10
	ICDL	20			20
	Business statistics	10			10
	Human Resource Management	10			10
CORE COMPONENT *Subjects/Courses / Modules/Units*	Project Management Fundamentals		10		10
	Project Planning		10		10
	Business Environment		10		10
	Strategic Management		10		10
	Project Appraisal and Proposal writing		10		10
	Project Time and Communication Management		10		10
	Tendering and Contracting		10		10

	Computer Applications		10		10
	Financial Management		10		10
	Risk Management in Projects		10		10
	Records Informational management		10		10
	Project Quality Management		10		10
	Project Monitoring and Evaluation		10		10
	Project Implementation Control		10		10
	Introduction to Entrepreneurship and Innovation		10		10
	Fundamentals of Venture Creation		10		10
	Planning and Scheduling -Advanced			10	10
	Risk and Value in Project Management			10	10
	Commercial Economics			15	15
	Legal Frameworks and Regulatory Requirements			15	15
	Public Health		10		10
	Project Change management			10	10
	Project Management and supply chain			10	10
	Occupational Health and Safety		10		10
	Construction Contracts			10	10
	Operations Management			10	10
	IT Applications for Professionals in Project management			10	10
	Quantitative Methods for Business (Advanced)			10	10
	Contemporary Issues in Project Management			10	10
	Research Methods			10	10

	Work based Attachment/Practicum			15	15
	Strategic Leadership			10	10
	Public Policy and Governance		10		10
	Productivity, Personal Branding and Ethics		10		10
	Research Project			30	30
	Principles of Marketing		10	10	20
	VUCA Leadership		10	10	20
ELECTIVE/ OPTIONAL COMPONENT *Subjects/Courses / Modules/Units*					

SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	**Credit Value**
5	**50**
6	**230**
7	**205**
TOTAL CREDITS	**485**

Rules of Combination:

(Please Indicate combinations for the different constituent components of the qualification)

A minimum total of 485 credits are required at level 7 or above to attain a Bachelor's Degree.

The number of contributing credits at level 5 is restricted to a maximum of 50 credits.
The number of contributing credits at level 6 is restricted to a maximum of 230 credits
The number of contributing credits at level 7 is restricted to a maximum of 205 credits

The qualifications structure is premised on these rules of combination

ASSESSMENT ARRANGEMENTS

ASSESSMENT STRATEGY

Assessments are designed to ensure that learners achieve the overall learning outcomes of the programme and the individual modules.

Formative assessment
- Course work component of the modules shall be assessed by continuous assessment (CA). This totals 40% for the CA.

Summative assessment
- Modules shall be assessed by Course work, Research Project and a final examination paper for each of the courses studied.
- There will be a mandatory examination at the end of semester which will contribute to 60% of the final assessment grade
- The Research Project/ Practicum will constitute 100% of the final mark. Candidates will be required to undertake the research project or practicum for a full semester.

MODERATION ARRANGEMENTS

INTERNAL AND EXTERNAL MODERATION REQUIREMENTS

Internal moderation and external moderation is conducted across disciplines according to established guidelines.

An Assessor/Moderator must hold at least Master's degree in a relevant field of study or related post graduate professional qualification and be registered and accredited with Botswana Qualification Authority.

Moderation will cover two general phases, namely:
Phase 1: Pre - Assessment
Phase 2: Post - Assessment

PRE-ASSESSMENT MODERATION

i.   Moderate all questions of the examination paper, paying particular attention to clarity and mechanics of language and spelling.
ii.   Moderate the marking scheme. This will include allocation of marks for each part/section or step.
iii. Moderate the general instructions on the front cover of the Question Paper, including course code, time-allocation and any other instructions.
iv.   Ensure that special tables, formulae and other technical documents accompanying the Question Paper are availed.
v.   Edit and suggest improvements to the questions.

vi.   Ensure that there is a balance between the time allocated for the paper, the level of difficulty of the questions, as well as marks allocated.

vii.   Ensure that the topics in the course outline have been fairly covered by the material examined.

POST –ASSESSMENT MODERATION

After all scripts have been marked, the moderator will:

i.   Sample some scripts for moderation purposes

ii.   Check if all scripts have been assessed using the same criteria.

iii.   Verify if assessment judgments and decisions have been done consistently and that principles such as validity, authenticity, currency and sufficiency have been considered.

iv.   Check if calculation of marks has been done correctly.

v.   Check if necessary records and reports have been completed.

SAMPLING PROCEDURE

The 'Rule of thumb' for Sampling that is often recommended is that a sample of the answer scripts is taken comprising:

i.   All the scripts if the total number is less than 10.

ii.   30% of the total number of assessed scripts.

iii.   The sample should represent a reasonable distribution of marks including scripts with top marks and ones with very low marks.

iv.   The moderator will check that the marking of the sample is consistent with the marking scheme. Moderator will often sign the moderated scripts.

v.   The tolerance range for moderation difference is +/-5% of the mark given by the examiner.

RECOGNITION OF PRIOR LEARNING (if applicable)

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 and international professional bodies

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

LEARNING PATHWAYS

Horizontal articulation (related qualifications of similar level that graduates may consider) which are at NCQF Level 7

- o   BSc in Operations Management
- o   BSc In Monitoring and Evaluation

Vertical Articulation (qualifications to which the holder may progress to)
which are equivalent to NCQF Level 8

- o   Post Graduate Diploma in Project Management
- o   Post Graduate Diploma in Operations management

which are equivalent to NCQF Level 9
- o Masters in Project Management
- o Master's in Strategic Management
- o Master's in Supply chain Management
- o Master's in Operations management

Employment Pathways

On successful completion of this qualification the holder may work as one of the following:

- Project Manager in Insurance industry
- Project Manager in financial industry
- Project Manager in Construction Industry
- Project Manager: Supply Chain
- Project Planners
- Project Schedulers
- Project Controllers

QUALIFICATION AWARD AND CERTIFICATION

Minimum standards of achievement for the award of the qualification

A candidate is required to achieve the stipulated total credits inclusive of the fundamental and core to be awarded the qualification with minimum credits of 485

Certification

The Bachelor of Science in Project Management will be awarded in accordance with the qualification composition, rules and applicable policies. There is no provision for early exit for this qualification

REGIONAL AND INTERNATIONAL COMPARABILITY

- This qualification compares well regionally (Mancosa-SA) and internationally (Australian Universities) in terms of scope and content coverage across major subjects such of Project Management. In addition it offers more areas that affect project performance than just Budget, time and cost such as contemporary issues in Project management. It is also aligned to major professional bodies such as Project Management Institute.
- The difference in duration and credits could be attributed to the fact that currently Botswana students enter universities with BGCSE and have to do a 4 year degree qualification hence higher credits.

Similarities
- ➢ Core project management techniques

Differences
- ➢ Manconsa takes 3 years while this qualification is 4 years
- ➢ This qualification covers other issues external to project management like environmental management, Contemporary issues which are not covered by both Manconsa and Australian universities

REVIEW PERIOD
The qualification will be reviewed every five years or as and when required depending on the changing needs of the market.