	BQA NCQF QUALIFICATION TEMPLATE	Document No.	DNCQF.QIDD.GD02
		Issue No.	01
		Effective Date	04/02/2020

SECTION A:		QUALIFICATION DETAILS			

QUALIFICATION DEVELOPER (S)	University of Botswana				
TITLE	Master of Science in Project Management			**NCQF LEVEL**	9
FIELD	Business, Commerce and Management Studies	**SUB-FIELD**	Management Studies	**CREDIT VALUE**	240

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:

The qualification was conceived in response to the contemporary trends in the world. Project Management is a key growth area. Globally, organisations are turning to the use of projects as a way of improving the efficiency and effectiveness of their service delivery in order to achieve their vision. It is recognised as the most appropriate form of management for the new generation of managers who are asked to handle multi-disciplinary projects in a rapidly changing business environment (Archibald, 2004). Its benefits are increasingly being used to improve management performance in areas that were not previously thought of as project driven (PMI, 2010). However, despite being touted as the saviour of development and business performance projects continue to fail. Many reasons are put forward but chief among them is lack of skills in project management. Practioners and academics insist and advocate that the possession of project management skills especially for employees involved in the project delivery chain will alleviate this problem.

In Botswana, in particular, the project delivery management landscape has been dismal in that projects are often delivered late, over budget and in some instances not of the desired quality (Ssegawa, & Ngowi, 2010; IMF, 2017),. One of the factors that are often sighted is the lack of project management skills which has in turn led to a lack of project management approach to project delivery (IMF, 2017; Republic of Botswana, 2017). The qualification was therefore, developed to equip in-service officers with project management skills so that they

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are adaptive and innovative project leaders who have competence to effectively lead project teams to deliver projects efficiently and effectively (Republic of Botswana, 2010; Republic of Botswana). In addition, qualification holders should be able to respond to the technological, social and economic needs of Botswana and of the region, especially in areas that deal with initiating, planning, executing, monitoring, controlling and evaluating projects on closure (MFED, 2020; NSO, 2014). In doing so, the qualification is meant to contribute towards the strategic role of advancing human resource development and developing research and innovation capacity (Republic of Botswana, 2010; Republic of Botswana, 2015). Furthermore, this qualification is considered to be commensurate with three of the pillars of Vision 2036 (Republic of Botswana, 2016).of producing 'sustainable economic development, human and social development and sustainable environment', as well as two key future imperatives of 'innovation and sustainability'.

Therefore the rationale for the qualification is primarily to address the project implementation needs of the public and private sector including non-state actors. Furthermore the qualification will

1. equip the prospective graduate students with a broad range of project management concepts, skills and competences that prepare them for the practice at the professional level with the confidence and skills necessary to meet the technical and social challenges of the future.
2. address the social, economic and technological needs of Botswana and those of the sub-African region through efficient and effective implementation of projects in respective sectors
3. transform Botswana into a creative, sustainable and knowledge-based economy through research and development, innovation, science and technology.

PURPOSE:

The purpose of this qualification is to produce graduates with advanced knowledge, skills and competences to:

- Initiate, plan and implement a project by using appropriate project management methods, tools, techniques, including ICT to solve project management problems and related aspects.

- Conduct research to solve convergent and divergent project management problems creatively and innovatively.

- Communicate and work effectively with project stakeholders, in teams and in multidisciplinary environments.

- Analyse the impact of a project on its environment and be able to suggest appropriate mitigation measures.

- Apply professional ethics to exercise appropriate judgment and take responsibility within own limits of competence.

ENTRY REQUIREMENTS (including access and inclusion)

1. The normal minimum entrance requirement shall be any Bachelor's degree (NCQF 7) from any recognized university or equivalent institution.

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2. Candidates not meeting entry (i) will be considered through Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT) on a case by case basis in accordance with the National and Institutional RPL and CAT Policies

SECTION B	QUALIFICATION SPECIFICATION
GRADUATE PROFILE (LEARNING OUTCOMES)	**ASSESSMENT CRITERIA**
1: Apply project management knowledge, tools and skills in initiating, planning executing and closing projects	1.1 Develop a project business case based on a conceptualised need/opportunity 1.2 Conduct a feasibility study to assess project viability 1.3 Develop a project management plan 1.3 Procure, monitor and control project resources 1.4 Execute project processes and tasks 1.5 Plan and execute project closure and evaluation
2: Identify, formulate and solve project management problems creatively and innovatively using appropriate methods, skills and tools, including ICT-based methods.	2.1 Analyse and define the project management related problem. 2.2 Identify necessary information and applicable project management knowledge and skills 2.3 Apply appropriate methods, skills and tools including those from other disciplines to project problems; 2.4 Develop and analyse possible project solution(s) and select and present solutions in an appropriate form. 2.5 Exhibit originality, creativity and innovation in developed solutions
3: Communicate effectively, both orally and in writing, with project stakeholders	3.1 Use appropriate structure, style and language for the purpose and audience; 3.2 Use effective graphical support and visual and audio materials
4: Work effectively as an individual, in teams and in multidisciplinary environments.	4.1 Identify objectives and execute tasks to achieve them in a timely manner. 4.2 Contribution to team activity through effective communication and performance of tasks. 4.3 Effectively work in a multi-disciplinary environment through the acquisition of a working knowledge of co-workers' discipline by using a systems approach

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5: Apply analytical competence to conduct research to solve a problem.	5.1 Identify and define researchable problems
	5.2 Conduct a literature search and critically evaluate material;
	5.3 Develop a plausible methodology to investigate the problem
	5.4 Collect, analyse and interpret useful information from data using appropriate software
	5.5. Draw conclusions based on verifiable analysis and findings including formulating useful recommendation to improve theory and practice
	5.6 Present and communicate the purpose, process and findings, conclusion and recommendations in a technical report.
6: Apply critical knowledge to mitigate the impact of projects on social, industrial and physical environment.	6.1 Determine how project activity affects social, economic and cultural issues including the physical environment
	6.2 Develop mitigation measures that ensure sustainable development.
7: Apply professional ethics in exercising appropriate judgment and responsibility in decisions and actions.	7.1 Take full responsibility of work including use of resources.
	7.2 Take full accountability of individual decisions and actions, including others in their responsibility others
	7.3 Act professionally and ethically to exercise judgment and take responsibility within own limits of competence.
8: Engage in sustained independent learning through well-developed learning skills.	8.1 Reflect on own learning and determine learning requirements and strategies
	8.2 Search, comprehend, evaluate and apply knowledge acquired outside formal instruction
	8.3 Critically challenge assumptions and embrace new paradigms of thinking.

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SECTION C		QUALIFICATION STRUCTURE					
COMPONENT	TITLE	Credits Per Relevant NCQF Level					Total (Per Subject/ Course/ Module/ Units)
		L[5]	L[6]	L[7]	L[8]	L [9]	
FUNDAMENTAL COMPONENT Subjects/ Courses/ Modules/Units	Project Planning					15	15
	Research Methods					15	15
CORE COMPONENT Subjects/Courses/ Modules/Units	Human Resource Management					15	15
	Project Environment Analysis					15	15
	Project Resources Procurement and Contract Administration					15	15
	Project Finance, Cost Estimation and Control					15	15
	Research Proposal					45	45
	Dissertation					75	75
ELECTIVE/OPTIONAL COMPONENT Subjects/ Courses/ Modules/Units	Project Risk Analysis					15	15
	Project Impact Assessment, Monitoring and Evaluation					15	15
	Project Quality, Health and Safety Management					15	15
	Construction Project Contract (FIDIC)					15	15
	Statistical Techniques for Research and Project Evalaution					15	15
	Project Legal Environment					15	15
	Project Environment Impact Analysis					15	15

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	Project Leadership and Conflict Management Strategies						*15*	*15*
	Project Monitoring and Evaluation						*15*	*15*
	Project Appraisal						*15*	*15*
Total							*240*	*240*

SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	*Credit Value*
9	240
TOTAL CREDITS	**240**

Rules of Combination:

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

The Master of Project Management degree is composed of three major components namely the fundamental, core and elective/optional components. To attain this qualification, students should fulfil the requisite learning outcomes in three components

    Fundamental components (two courses)   30 Credits

    Core component
Course work (six courses)   60 credits
Research (proposal and dissertation   120 credits

    Elective components (two courses)   .30credits

    Total   **- 240 Credits**

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ASSESSMENT ARRANGEMENTS

Assessment Arrangements

There will be two types of assessments:
  Formative assessment (continuous assessment), and Summative assessment (final assessment)

Weightings

In line with the Outcome Based Education principle, the weighting of formative assessment shall be 60%, while the summative assessment shall carry 40% weighting. The only exception is the Proposal and Dissertation that does not require written examinations, but the student must pass all the components of the dissertation from proposal defence to final assessment of dissertation by independent internal and external examiners. All assessments shall be carried out by accredited assessors.

MODERATION ARRANGEMENTS

The qualification will be internally and externally moderated by registered and accredited moderators in accordance with approved assessment and moderation policies.

RECOGNITION OF PRIOR LEARNING

Recognition of prior learning (RPL) will be considered for award in line with National and Institutional RPL policies.

CREDIT ACCUMULATION AND TRANSFER

Credit accumulation and transfer (CAT) will be applicable for award of credits to contribute to the award of the qualification in line with National and Institutional CAT policies.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

LEARNING PATHWAYS

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

Given the fact that project management is a tool used by many sectors, the qualification focuses on the strategic management of projects to enable holders of the qualification relate project management knowledge, skills and competences to their specific work areas or disciplines. This optimizes resources and fits the qualification in the context of the relatively small size of Botswana's national workforce. However, some jurisdiction offer the qualification in a generic or specialized form with titles such as:

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- Master of Project and Construction Management
- Master of Project Management (ICT, Monitoring and Evaluation, Construction or Business)
- Master of Business Administration (Project Management)

2. *Vertical Articulation* (qualifications to which the holder may progress to)

Holder of a Master of Project Management qualification may apply for a Doctor of Philosophy (PhD) in Project Management.

3. Employment Pathways

Programme/Project Leader, Manager, Officer or Coordinator.

QUALIFICATION AWARD AND CERTIFICATION

Minimum standards of achievement for the award of the qualification
A minimum of 240 credits resulting from the completion of all the qualification requirements including successfully completing of 8 courses, a proposal and dissertation.

Certification
Successful candidates in all requirements of the qualification will be issued with a certificate indicating the award of a Master of Science in Project Management.

REGIONAL AND INTERNATIONAL COMPARABILITY

The proposed qualification was compared with four similar qualifications in the region and internationally These include similar qualifications offered at the University of Pretoria (South Africa), University of Cape Town (South Africa), Univeristy of Warwick (UK), and RMIT Univeristy (Australia).

Summary

From the comparison, it was found out that the proposed qualification is largely comparable with qualifications from the three universities namely, University of Pretoria, University of Cape Town and RMIT University.

Similarities

In all these qualifications, the courses are common and the structures are largely similar in course component structure and begin with fundamental/core courses and completing with a research component. Most of the qualifications are two years of full-time study. The number of course or areas of project management covered were also similar. The award of the qualification is based on successful completion of a well-planned, rigorous set of coursework and major research/design dissertation experience. The learning outcomes are largely similar

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as well as pathways for further study and career growth. Furthermore, majority of qualification accept any Bachelor's degree with a quantitative inclination and prefer applicants with some working experience and employability pathways are more or less the same. The proposed qualification compares very favourably with others from around the continent and the world. However, the qualification has a distinct local advantage in that it offers a both the taught coursework and comprehensive dissertation in project management. This presents advantages in relation to the exit level outcomes for the graduate and hopefully places them at an advantage in their career pathways.

Differences

Notable differences included the domicile of the qualification namely in some universities the qualification is under Engineering, Construction or Management. This also affects the title of the qualification, with some referring it as Masters of Science in Project Management; others use a generic approach such as Masters of Project Management while others include it as a specialisation in existing degrees, for example, Master of Business Administration (Project Management). Lastly, accreditation bodies differ with some accredited to associations (like Project Management Institute or Association of Project Managers) while others are accredited to national accrediting bodies.

REVIEW PERIOD

Qualification shall be reviewed every five (5) years.

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