BOTSWANA
Qualifications Authority

BQA NCQF Qualification Template

Issue No.: 01

<table>
<tr><td colspan="4">QUALIFICATION SPECIFICATION</td><td colspan="5">SECTION A</td></tr>
<tr><td>QUALIFICATION DEVELOPER</td><td colspan="8">SUPABRAIN COLLEGE</td></tr>
<tr><td>TITLE</td><td colspan="6">DIPLOMA IN PROJECT PLANNING AND MANAGEMENT</td><td>NCQF LEVEL</td><td>6</td></tr>
<tr><td>FIELD</td><td colspan="2">BUSINESS, COMMERCE AND MANAGEMENT STUDIES</td><td colspan="2">SUB-FIELD</td><td colspan="4">MANAGEMENT STUDIES</td></tr>
<tr><td>New qualification</td><td>√</td><td colspan="6">Review of existing qualification</td><td></td></tr>
<tr><td>SUB-FRAMEWORK</td><td>General Education</td><td></td><td>TVET</td><td></td><td colspan="3">Higher Education</td><td>√</td></tr>
<tr><td rowspan="2">QUALIFICATION TYPE</td><td>Certificate</td><td></td><td>Diploma</td><td>√</td><td colspan="3">Bachelor</td><td></td></tr>
<tr><td>Bachelor Honours</td><td></td><td>Master</td><td></td><td colspan="3">Doctor</td><td></td></tr>
<tr><td colspan="5">CREDIT VALUE</td><td colspan="4">360</td></tr>
<tr><td colspan="9">RATIONALE AND PURPOSE OF THE QUALIFICATION</td></tr>
<tr><td colspan="9">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.</td></tr>
</table>

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.

Purpose

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

- Initiate, plan, schedule and implement projects
- Apply effective communication strategies in all project operations
- Apply principles of risk management applicable to any type of project
- Apply project management framework and
- Utilize Information Technology during the life cycle of a project.

ENTRY REQUIREMENTS (including access and inclusion)

The minimum entry requirement for this qualification is a:

- Certificate IV, NCQF Level 4 (General Education or TVET) or its equivalent.

Recognition of Prior Learning (RPL):

- There will be access through Recognition of Prior Learning (RPL) and Credit Accumulation and Transfer (CAT) in accordance with the RPL and CAT National Policies.

QUALIFICATION SPECIFICATION SECTION B	
GRADUATE PROFILE (LEARNING OUTCOMES)	**ASSESSMENT CRITERIA**
1. Apply effective communication strategies in all project operations.	1.1. Communicate in written, electronic and oral forms to the project stakeholders. 1.2. Conduct effective presentations for various project purposes to Stakeholders. 1.3. Create a project management communication plan that builds effective stakeholder and project team communication. 1.4. Apply a variety of project reporting tools and communication templates for communication purposes throughout the project life cycle.
2. Utilize Information Technology during the life cycle of a project.	2.1. Prepare reports, memos, invoices, enquiries by use of information technology during the life cycle of a project. 2.2. Utilize project management technologies and analytics to streamline and ease process. 2.3. Communicate through information technology by Video Conferencing systems, emails and social media during the life cycle of a project.
3. Provide a project management framework.	3.1. Provide the characteristics of a project in an organization. 3.2. Distinguish projects from operational work in an organization. 3.3. Identify the different processes, areas of expertise and contexts of project management in an organization. 3.4. Explain the difference between project life cycles from product life cycles in an organization. 3.5. Identify key stakeholders and organizational influences in a project.

	3.6. Execute the functions of the project management office and the project management system.
4. Apply the principles of risk management in a project.	4.1. Outline the legislation relevant to the development of a risk management plan to ensure compliance throughout the project. 4.2. Risk management and its processes are understood in terms of minimizing or eliminating risks. 4.3. Analyze the potential risks and their impact on the project to enable preventative action to be taken. 4.4. Develop a risk management response and updates for the risk management plan.
5. Design and draw the different types of networks and precedence diagrams on a project of an organization.	5.1. Develop the arrow diagram. 5.2. Outline the precedence diagram. 5.3. Determine the PERT network analysis. 5.4. Specify the principles to observe when preparing a project network. 5.5. Discuss the conventions adopted in preparing arrow diagrams. 5.6. Examine the critical path in relation to completion of the project. 5.7. Calculate earliest starts and finishes of an activity. 5.8. Describe the principles to observe when obtaining duration of activities. 5.9. Use a diagram to illustrate the 'ladder'. 5.10. Prepare analysis sheet using a 'part network'.

	5.11. Compare common conventions on the activity-on-the-arrow and precedence diagrams. 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.
6. Conduct business legally, ethically and professionally during the life of a project.	6.1. Demonstrate the procurement life cycle including contract (tort) laws. 6.2. Identify potential legal issues in a project. 6.3. Develop the step-by-step methodology for developing and managing procurement specifications, documents and contracts. 6.4. Identify best practices for the vendor selection process.
7. Demonstrate knowledge in accounting and financial management during the running of a project.	7.1. Manage project's finances effectively. 7.2. Assess financial risk in a project. 7.3. Advise on strategies to manage financial risks in a project. 7.4. Interpret project financial statements for informed decision making. 7.5. Draw budgets for the specific period during the life cycle of the project.

8. Outline the project cost management plan.	8.1. Demonstrate cost estimating methods in a project. 8.2. Utilize the skills and tools for the development of a project cost estimate. 8.3. Demonstrate the skills and knowledge for development and management of a project cost baseline. 8.4. Illustrate the handling of ongoing cost baseline management and control of a project.
9. Develop a project scope management plan.	9.1. Develop a project scope statement as the basis for future project decisions. 9.2. Describe the major project deliverables and project work into smaller, more manageable units. 9.3. Develop acceptance procedure for completed projects. 9.4. Control changes to a project scope.
10. Provide effective leadership during the life cycle of a project.	10.1. Develop effective leadership styles. 10.2. Apply effective strategies in leading project teams for project productivity. 10.3. Manage project teams by enabling them to conduct their duties and tasks independently and cooperatively. 10.4. Coordinate project members to achieve high levels of performance and to overcome barriers to change. 10.5. Identify and engage determinants of human performance in a project. 10.6. integrate the elements of the project in order to facilitate trade-offs and work in a manner consistent with overall project objectives relationship. 10.7. Identify ways to constructively and proactively manage conflict in order to avoid potential harm to the project and/or project team.

11. Apply the different project management methodologies.	11.1. Apply lean project management in an organization. 11.2. Identify the benefits of each project management methodology in an organization. 11.3. Demonstrate knowledge of the application of KANBAN methodology in an organization. 11.4. Apply AGILE project management methodology in a project. 11.5. Demonstrate the application of PRINCE2, SCRUM and Waterfall methodologies in project management.
12. Conduct a human resource audit of an organization and explore the strategic implications.	12.1. Describe Strategic management implications of four major types of human resource approaches to strategy development are explained. 12.2. Demonstrate an understanding of basic types of financial management decisions and the role of the financial manager is demonstrated. 12.3. Outline the implications of the different forms of business organization.
13. Conduct financial resource analysis.	13.1. Evaluate sources of funds available to an organization. 13.2. Carry out an analysis of an organization's current financial resources. 13.3. Assess an organization's potential for further funding and the costs of risk involved. 13.4. Identify and quantify the financial benefits of strategies and their cash flow implications.

QUALIFICATION STRUCTURE - SECTION C			
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	**Title**	**Level**	**Credits**
	Communication Skills for Commerce	5	12
	Introduction to Accounting	5	12
	Introduction to Information Technology	5	12
	Quantitative Methods	5	12
	Principles of Management	5	12
CORE COMPONENT Subjects / Units / Modules /Courses	Managing Workflow	6	15
	Business Law	6	15
	Principles of Project Management	6	15
	Contract Management	6	15
	Project Planning and Management Systems	6	15
	Entrepreneurship	6	15
	Procurement in Project Management	6	15
	Project Risk Management	6	15
	Human Resources Management	6	15
	Research Methods	6	15
	Cost and Management Accounting	7	18
	Managing Quality in Projects	7	18
	Strategic Project Management	7	18
	Project Planning, Monitoring & Evaluation	7	18
	Project Leadership & Communication	7	18
	Project Portfolio	6	30
	Industrial Attachment	6	30
ELECTIVE COMPONENT Subjects / Units / Modules /Courses	**NO ELECTIVES**		

Rules of combinations, Credit distribution (where applicable):
The qualification consists of (360 Credits): • Modules at NCQF Level 5= 60 Credits. • Modules at NCQF Level 6= 210 Credits • Modules at NCQF Level 7 = 90 Credits ***Whereby:*** • Fundamentals modules = 60 Credits • Core modules have a total of = 300 Credits **TOTAL NUMBER OF CREDITS = 360 Credits.**
ASSESSMENT AND MODERATION ARRANGEMENTS
Assessment All assessments leading to the awarding of this qualification will be based on learning outcomes associated with the following assessment criteria; 1. **Formative assessment** The weighting of formative assessment is 40% of the final assessment mark. 2. **Summative Assessment** The weighting of summative assessment is 60% of the final mark. **Moderation requirements** Internal and External moderation will be done for the assessments. All moderators will be required to be Botswana Qualifications Authority accredited moderators for quality assurance purposes.

RECOGNITION OF PRIOR LEARNING (if applicable)
There will be provision for award of the qualification through Recognition of Prior Learning (RPL) in line with the National Recognition of Prior Learning policy. Admissions and transfer of credits will be done in line with the policy.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

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

- Diploma in Business Management
- Diploma in Entrepreneurship
- Diploma in Human Resource Management

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

- Bachelor of Commerce in Project Management
- Bachelor of Commerce in Business Management
- Bachelor of Commerce in Entrepreneurship

Employment Pathways

- Construction Project Manager
- Project Supervisor
- Site Supervisor
- Project Administrator
- Tendering and Billing Officers

• Procurement Administrator
QUALIFICATION AWARD AND CERTIFICATION
The learner will be awarded a Diploma in Project Planning and Management after completion of 360 credits and having satisfied all program requirements including Research and Industrial attachment.

REGIONAL AND INTERNATIONAL COMPARABILITY

Comparability Matrix

The Diploma in Project Management is benchmarked with similar qualifications from other institutions internationally. The benchmarking process considered the number off modules, total credits, duration and level. The table below depicts the comparison. This Programme is benchmarked with the following regional and international programmes:

Institution	Qualification	Level and Credits	Duration
Institute of Commercial Management (ICM, UK)	Advanced Diploma in Project Management	NQF Level 5 with 60 credits	1 year
Kenya Institute of Management, Kenya	Diploma in Project Management	Level 6, Credits not Indicated	2 years
Australian College of Skills & Education (Australia)	Diploma in Project Management	Not indicated	Not indicated

The Diploma in Project Planning and Management compares with above regional and international qualifications.

The common focus is to equip learners with the critical aspects of project planning, procurement management in project management, project risk management, financial management in project management and monitoring and evaluation in project. This qualification also covers the foundation business management module such as commercial law, quantitative methods, principles of management and accounting.

REVIEW PERIOD

The qualification will be reviewed after every 5 years in line with the NCQF Policy.