

	<b>BQA NCQF QUALIFICATION TEMPLATE</b>	Document No.	DNCQF.P01.GD02
		Issue No.	01
		Effective Date	01.08.2022

SECTION A: QUALIFICATION DETAILS														
<b>QUALIFICATION DEVELOPER (S)</b>		LIMKOKWING UNIVERSITY OF CREATIVE TECHNOLOGY												
<b>TITLE</b>	Masters of Business Administration in Project Management										<b>NCQF LEVEL</b>	9		
<b>STRANDS (where applicable)</b>														
<b>FIELD</b>	Business Commerce and Management Studies			<b>SUB-FIELD</b>		Management Studies			<b>CREDIT VALUE</b>	260				
New Qualification						√		Legacy Qualification						
<b>SUB-FRAMEWORK</b>		General Education					TVET					Higher Education		√
<b>QUALIFICATION TYPE</b>	Certificate	I	II	III	IV	V	Diploma	Bachelor						
	Bachelor Honours			Post Graduate Certificate			Post Graduate Diploma							
	Masters					√		Doctorate/ PhD						
<b>RATIONALE AND PURPOSE OF THE QUALIFICATION</b>														
<p><b>RATIONALE:</b></p> <p>Project managers have become very important because of the complexity of the development projects (himayumbula &amp; Prinsloo, 2010). Project management provides an organization with powerful tools that improve its ability to plan, implement and control its activities as well as the ways it utilizes its people (Meredith, Shafer and Mantel, 2017). Poor project management has been cited as a factor that is holding back Botswana's economic growth according to a 2nd quarter review by Econsult Sundaystandard, 2013).</p>														

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According to the Botswana budget for the financial year 2020/2021, since Project management has evolved into a science of its own, with experts in a wide variety of project management styles, it will be critical in helping to guide both the government of Botswana's development and transformation agenda towards vision 2036 as well as the private sector's contribution. This will help solve the challenge of poor public project implementation that has been affected for long (Botlhale, 2017).


This increased need for project management focus and training thereupon no doubt will partly go a long way towards supporting the identified pillars of the Vision 2036, namely;

- i) Sustainable Economic *development*
- ii) Human and Social Development
- iii) Sustainable Environment
- iv) Governance, peace and Security

Thus, in the recent 2020/21 Budget Speech delivered by Dr Thapelo Matsheka, the Minister of Finance and Economic Development on 3 February 2021, the government's goal is to transform Botswana's economy from a middle-income status to high income status by year 2036, with *The MidTerm Review of NDP 11 focused on four national policy priorities*:

- i) promotion of export-led growth
- ii) ensuring more efficient government spending and financing
- iii) **building human capital**
- iv) provision of appropriate infrastructure

In Botswana, the construction sector has played a significant role in economic growth. Its share of GDP ranged from 7.6% in 1990/91 to 6.1% in 1999/2000 (CSO, 2000). These figures compare favorably with industrialized countries whose share of construction in total GDP ranges between 5% and 7%. The share of the construction sector in total paid employment ranged from 12.5% in 1993 to 10.5% in 1999 (CSO, 1999). The share of employment in construction is higher than in most OECD countries that range between 5% and 7%.

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(Kaboyakgosi and Sengwaketse, 2003). This sector requires **human capital development** enhancement to continue realizing its Project deliverables, hence the need for training in the MBA in Project Management.

A survey on *Needs Assessment* conducted among stakeholders on the consultative meeting of the 14<sup>th</sup> of December, 2020 indicated that different sectors needed masters programmes qualifications to address needs of the industry - problems of productivity, quality, creativity, innovation and entrepreneurship development, **Project Management, project monitoring and evaluation, risk management, procurement, purchasing and supply** among others to support growth and transformation agenda of the economy

#### ***PURPOSE: (itemise exit level outcomes)***

The purpose of this qualification is to equip graduates with advanced knowledge , skills and competencies to:

- Communicate effectively with all stakeholders
- Apply knowledge and competencies of project management in carrying out the organization projects
- Design work processes, systems and functions in the project management field of practice
- Conduct Research on business opportunities and problems in the Project Management Industry and field of practice
- Evaluate alternative projects and opportunities in the economy
- Draw Strategic project management plans for both the private organizations
- Conduct Micro and Macro environmental analysis

#### ***MINIMUM ENTRY REQUIREMENTS (including access and inclusion)***

##### **1.1 Normal Requirements**

- NCQF Level 7 (An undergraduate business – related degree), or its equivalent.

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## 1.2 Credit Transfer

- Credit transfer shall also be recognised as an approach to enrol those who have qualifications recognized BQA for purposes of exemptions for modules already covered and placement level.
- Qualifications from other frameworks will be assessed in line with BQA requirements


## 1.3 Recognition of Prior Learning

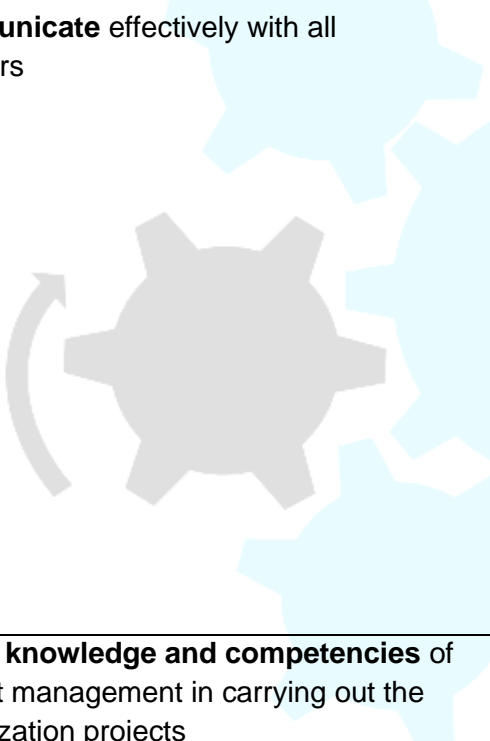
- Recognition of prior learning based on a bachelor degree at level 7 and recognised by BQA in business management or related fields


## 1.4 Special Needs Requirements


- Applicants will be assessed on individual basis in relation to their special needs status.


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<b>SECTION B</b>		<b>QUALIFICATION SPECIFICATION</b>	
<b>GRADUATE PROFILE (LEARNING OUTCOMES)</b>		<b>ASSESSMENT CRITERIA</b>	
<b>3.1 Communicate</b> effectively with all stakeholders		 <p>3.1.1 Communicate project undertakings; contexts and scope, plans, requirements, benefits, risks, deliverables and expectations to all concerned parties both through written and oral means</p> <p>3.1.2 Prepare project schedules, budgets, audits and reports</p> <p>3.1.3 Disseminate project schedules, budgets, audits and reports</p> <p>3.1.4 Prepare memorandum of understanding and project portfolios to stakeholders for project undertakings</p> <p>3.1.5 Communicate information and reports on project meetings, project progress, project control, monitoring and evaluation.</p> <p>3.1.6 Conduct presentations, training and consultancy to stakeholders</p> <p>3.1.7 Employ interpersonal skills in the execution of tasks</p> <p>3.1.8 Negotiate business proposals and contracts</p>	
<b>3.2 Apply knowledge and competencies</b> of project management in carrying out the organization projects		<p>3.2.1 Identify risks and uncertainty faced by the project management industry</p> <p>3.2.2 Analyse project management concepts</p> <p>3.2.3 Employ specialized project management skill-sets in the workplace or industry practice</p> <p>3.2.4 Solve problems related to the management of projects in the organisation</p> <p>3.2.5 Employ project network concepts / analysis to manage projects</p> <p>3.2.6 Provide business advisory services</p> <p>3.2.7 Implement project management structures for the organization</p> <p>3.2.8 Implement project management practices for the organization</p>	
<b>3.3 Design</b> work processes, systems and functions in the project management field of practice		<p>3.3.1 Design Project plans, control and monitoring measures, audits and management of projects</p> <p>3.3.2 Implement Project plans, control and monitoring measures, audits and management of projects</p>	


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	<p>3.3.3 Evaluate project performance through various control and monitoring measures</p> <p>3.3.4 Develop operational budgets and resources requirements planning</p> <p>3.3.5 Provide financial oversight</p> <p>3.3.6 Develop project action plans and schedules</p> <p>3.3.7 Employ leadership skills to account for work done</p> <p>3.3.8 Develop a project risk management programme for the organization</p> <p>3.3.9 Implement a project risk management programme for the organization</p>
	<p><b>3.4 Conduct Research</b> on business opportunities and problems in the Project Management Industry and field of practice</p> <p>3.4.1 Carry out research surveys locally and Internationally in the project management industry and field of practice</p> <p>3.4.2 Apply the ethical and professional codes of the industry in business research</p> <p>3.4.3 Analyze the research data collected and present the findings</p> <p>3.4.4 Draw research conclusions and make informed decisions</p> <p>3.4.5 Recommend the best practices, Standards, quality of services and products for the clients and business operations</p> <p>3.4.6 Solve today's managerial problems using research findings</p>
	<p><b>3.5 Evaluate</b> alternative projects and opportunities in the economy by the use various selection and evaluation criteria and other approaches</p> <p>3.5.1 Identify various types of projects and assess the riskiness of their cash flows and profitability</p> <p>3.5.2 Determine feasible / viable projects using different project appraisal tools</p> <p>3.5.3 Determine appropriate cost of capital for projects</p> <p>3.5.4 Identify the different types of costs of capital and criteria for preferring each type.</p> <p>3.5.5 Evaluate business risks associated with different opportunities</p> <p>3.5.6 Measure and evaluate project performance through various control and monitoring measures including earned value analysis</p> <p>Conduct project audit and evaluation</p>

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<b>3.6 Draw Strategic project management plans</b> for both the private organizations and the private sectors	<p>3.6.1 Apply SWOT Analysis and CBA (Cost Benefit Analysis) for different business scenarios</p> <p>3.6.2 Provide business advisory services to the organization</p> <p>3.6.3 Manage projects effectively</p> <p>3.6.4 Grow and expand business operations viably gaining larger market share and revenue</p> <p>3.6.5 Develop comprehensive business plans for the business</p> <p>3.6.6 Utilize the business plan to forge strategic partnerships</p> <p>Pitch the business plans to secure funding from various investors</p>
<b>3.7 Conduct Micro and Macro environmental analysis</b> in the project management industry / field	<p>3.6.1 Apply the PESTEL in the project management field / industry</p> <p>3.6.2 Align business activities to changing business environment</p> <p>3.6.3 Develop and implement strategic change in complex and uncertain conditions</p> <p>3.6.4 Manage organizations during crisis both nationally and internationally as would be the case</p> <p>3.6.5 Manage and lead in the business world, including at global stage.</p> <p>3.6.6 Evaluate global economy and the emerging business opportunities and challenges for decision making</p> <p>3.6.7 Identify sources of finance both local and global to support business processes and operations</p> <p>3.6.8 Assess financial risks for different sources of finance</p>

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<b>SECTION C</b>		<b>QUALIFICATION STRUCTURE</b>			
<b>COMPONENT</b>	<b>TITLE</b>	<b>Credits Per Relevant NCQF Level</b>			<b>Total Credits</b>
		<b>Level [ ]</b>	<b>Level [ ]</b>	<b>Level [ ]</b>	
<b>FUNDAMENTAL COMPONENT</b> <i>Subjects/ Courses/ Modules/Units</i>	Management	9			15
	Marketing Management	9			15
	Managerial Accounting	9			15
	Research Methodology	9			15
<b>CORE COMPONENT</b> <i>Subjects/Courses/ Modules/Units</i>	Managerial Economics	9			15
	Financial Management	9			15
	. Leading Organisational Change	9			15
	Project Scope, Time and Cost Management	9			15
	Strategic Management	9			15
	. Project Quality Assurance, Human Resources and Communication Management	9			15
	11. Project Risk, Procurement and Integration Management	9			15
	Dissertation	9			80



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<b>ELECTIVES</b> <i>Subjects/Courses/ Modules/Units</i>	Total Quality Management	9			15
	Contemporary Issues in Project Management	9			15
					<b>260</b>
<b>STRANDS/ SPECIALIZATION</b>	<i>Subjects/ Courses/ Modules/Units</i>	<b>Credits Per Relevant NCQF Level</b>			<b>Total Credits</b>
		<b>Level [ ]</b>	<b>Level [ ]</b>	<b>Level [ ]</b>	


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<b>SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL</b>	
<b>TOTAL CREDITS PER NCQF LEVEL</b>	
<b>NCQF Level</b>	<b>Credit Value</b>
<b>9</b>	<b>260</b>
<b>TOTAL CREDITS</b>	<b>260</b>

**Rules of Combination:**  
*(Please Indicate combinations for the different constituent components of the qualification)*

<b>Modules</b>	<b>Credits</b>
Fundamental	60
Core modules	185
Electives	15
<b>Total</b>	<b>260</b>

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## ASSESSMENT ARRANGEMENTS

### 3.7 Standard Conditions of Assessment

The learners will undergo formative and summative assessments which should be designed by assessors who will be accredited by BQA.

The weightings should be as follows:

Assessment	Weightings
Formative	50%
Summative	50%

### 3.8 Assignment Setting

Assignments will be set by assessors based on the assessment criteria as per the course outlines.


All assessors must be BQA accredited.

## MODERATION ARRANGEMENTS

There shall be provided for both internal and external moderation by BQA accredited moderators and assessors.

## RECOGNITION OF PRIOR LEARNING

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 University 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 bodies.

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## **CREDIT ACCUMULATION AND TRANSFER**

**CAT will be used where applicable**

## **PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)**

### **Horizontal articulation of the Masters of Business Administration in Project Management**

- Executive Master in Entrepreneurship
- Masters of Business Administration
- Masters in Project Management (MPM)
- Msc in Project Management
- MSc in Strategic Management
- Masters of Arts Degree in Economics
- Masters of Arts Degree in Development Studies
- Master of Arts in Public Administration (MPA)
- Master of Research and Public Policy (MRPP)
- MPhil in Economics
- Msc in Supply Chain Management
- Master in Philosophy (MPhil)
- MA in Procurement and Logistics Management


### **Vertical articulation in Masters of Business Administration may also lead to further studies**

- Level 10 PhD in Economics
- Level 10 PhD in Business Administration
- Level 10 PhD in Marketing
- Level 10 PhD in Operations and Supply Chain
- Level 10 PhD in organizational Behaviour
- Level 10 PhD in Management
- Level 10 PhD in Business Management

### **Employment Pathways**

Graduates of the course may find employment in a range of public and private organisations for the following posts:

- Project Coordinator
- Program or Project Managers
- Site Manager
- Chief Project Officers
- Construction Project Manager
- Information Technology Project Manager

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- New Product Development Manager
- Environmental Research Project Manager
- Business Sustainability Project manager
- Real Estate Manager
- Engineering Project Manager
- Transportation project management
- Supply Chain Manager
- Business advisor / Planner
- Project Risk Manager
- Business Services and Administration Managers
- Research and Development Managers
- Project Management Consultants / advisors
- Project cost Estimator
- Project Quality Manger

### **QUALIFICATION AWARD AND CERTIFICATION**

10.1 To qualify for qualification award and certification, learners must:


- Attain a total of 260 credits overall.
- Complete satisfactorily any additional and specified requirements of the qualification.
- Have official verification that he/she has covered and passed all the modules

10.2 There will be issuance of the certificate and transcript in Masters of Business Administration in Project Management for the qualifying candidates.

### **SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY**

The international and regional comparability looked at the programme duration, content breakdown in terms of modules and credits as well as exit learning outcomes. Similarities and differences of the qualification were also considered during benchmarking amongst the Universities.

#### **11.1 International and Regional comparability : Summary of Similarities and Differences observed**

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All the three qualifications are practical - oriented with more emphasis on learning that builds the competencies *and expertise* to take on responsible leadership roles and the management of projects and project functions. Nonetheless, each qualification amongst the three has its own uniqueness.

**The University of Stellenbosch** [ <https://www.usb.ac.za/course/mba-project-management/>]

The University of Stellenbosch focuses on providing a transformative learning experience that leads to acquisition of leadership skills, thinking frameworks and capabilities. Leadership development is emphasized with the development of skills of adaptability, self-awareness and contextual awareness. Thus, the curriculum develops project leadership and project management skills vital for successful management of projects and organizational operations. This practical curriculum incorporates hands-on work and project-based learning. Learners undertake a research assignment on a management –related problem in their work environment or specialization in order to address business challenges through a robust research process


The qualification is based on learning outcome through the South Africa NCQF level 9. Majority of the modules are in the management and project management domain. The graduate of the qualification should complete all the 17 core modules including a research assignment and an additional 2 electives. The duration of study is 2 years and entry requirement is a 4-Year degree / diploma NCQF8.

**The University of Manchester** [ <https://www.manchester.ac.uk/study/masters/courses/list/04332/msc-management-of-projects/course-details/#course-profile>]

The University of Manchester prepares students for professional roles in a wide range of projects. Learners develop project leadership skills and Project Management Skills that help to create a strategic value chain that gives organizations an edge over their competition. Learners also undertake ‘management of projects dissertation course’ and ‘projects simulation clinics’ to gain hands on experience with addressing project management problems and challenges

The qualification is a learning outcome based qualification as premised by the UK NQF. The qualification is placed at level 7 (BNCQF Level 9).The duration of the degree is 1 year. The coursework comprises of 12 modules – 8 compulsory, 3 electives and a dissertation (Management of Projects). The assessment is comprised of both formative and summative assessments. The minimum credits for attaining the qualification according to the framework is 240 credits. Entry requirement is a 2.1 Bachelors honours in business disciplines, build environment, engineering or international equivalent.

**New York University** [ <https://www.sps.nyu.edu/homepage/academics/masters-degrees/ms-in-project-management.html>]

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New York University qualification is structured to afford the students the opportunity to build technical, strategic and Managerial skills. Equips students with knowledge and capacity to become project Managers, who can plan, lead and manage projects in a broad array of emerging fields.

The qualification is a learning outcome –based qualification as premised by the NQF of the US. The qualification is placed at level 9. Duration of the programme is 2 years. The coursework comprises of 12 modules – 6 core, 5 specialization electives and a capstone course / project (Enterprise Project Management). The majority of the modules are in the project management domain. The minimum credits for attaining the qualification according to the framework are 36 credits (180 credits converted).

### Similarities

All qualifications have a majority of modules in the management and project management domain. All qualifications emphasize on research or experiential learning through execution of a practical –based project. Thus, the research could be pure or applied (Capstone Project). The research covers the project management field. All the qualifications are based on the outcome-based learning model. All are at Level 9 according to the country NQF. The qualifications also use the credit value system and have the same title for the qualification

### Differences

Differences are insignificant, being that the focus of specialization within the project management field is defined by what the country is trying to address using the education system to enhance capacity building; hence elective modules offer different areas of focus.

### REVIEW PERIOD

Every after 5 years

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