BQA NCQF QUALIFICATION TEMPLATE

SECTION A:		QUALIFICATION DETAILS		

QUALIFICATION DEVELOPER (S)	University of Botswana			

TITLE	Doctor of Philosophy in Project Management		NCQF LEVEL	10
STRANDS (where applicable)	N/A			
FIELD	Business, Commerce & Management Studies	SUB-FIELD	Management Studies	CREDIT VALUE	360

New Qualification			Legacy 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:

Project Management has become a necessary and contemporary tool for establishing or improving existing services and products in organisations, both in the public and private sectors. It is through the successful implementation of projects that required changes are achieved in organisations, whether for socio-economic development or for commercial purposes. However, the delivery of projects has been found wanting in many parts of the world, including Botswana. The proposed Doctor of Philosophy in Project Management (PhD in Project Management) qualification is intended to produce doctoral graduates who can review and critique existing theories and practices in the discipline in order to identify existing gaps on which to base their research inquiry, that is expected to ultimately culminate into new theories, knowledge, tools and techniques, for improving project management practice. This is based on the notion that research is now widely recognised as the first stage in any development process, as it is through this knowledge search that innovative products and services are introduced to organisations or the wider economy.

The PhD in Project Management has been developed as a cross-cutting discipline for all economic sectors which implement various forms of projects in Botswana and in the region. The qualification is

also in congruence with the recommendations of the Human Resource Development Council (HRDC 2016), the National Human Resource Development Plan (2009-2022) and NDP 11 (2017), which sought a high-level and advanced workforce required to transform Botswana into a knowledge-based and circular economy through research and innovation. Furthermore, the qualification is in line with Botswana's Vision 2036, transforming the country from an upper middle-income country to a high-income country by 2036, by contributing to various strategic pillars, including Pillar 1 -Sustainable Economic Development; Pillar 2 -Human and Social Development; and Pillar 3-Sustainable Environment. More specifically, the qualification in line with the Priority Skills 2023/2024 list of HRDC either as part of the skills required in other occupations (e.g. construction, IT, business, etc) or as a standalone occupation on its own (HRDC, 2023 p.47).

On an international level, it is envisaged that doctoral graduates will contribute towards bolstering the required and relevant high-level trained human resources to support the achievement of various development initiatives such as Botswana's domesticated SDG targets, for example, in infrastructure delivery (SDG 6.5, 9.1 and 9.1).

Flowing from above, holders of the PhD Project Management will be expected to conduct research independently to address new challenges using innovative methods, be able to solve complex project management problems to improve project delivery based on their ability to engage in lifelong learning skills, and lastly be able to assume high-level leadership positions in industry, academia, government, or private sector with consideration to environmental, social and ethical responsibility.

PURPOSE: (itemise exit level outcomes)

O The purpose of this qualification is to produce graduates with the most advanced specialised knowledge, skills and competence to:

1. Apply advanced theories and concepts in the area of specialisation for conducting high-level research and development of new facts and practical solutions for real-world problems.
2. Develop and advance contemporary theory, methodology and their applications in one or more areas of specializations in project management.
3. Demonstrate ability to think independently, analytically and innovatively in multidisciplinary and interdisciplinary work and research environments.
4. Provide significant technical and management contributions in project management and related disciplines through national and regional development.

MINIMUM ENTRY REQUIREMENTS (including access and inclusion)

1. Minimum Entry to this qualification is NCQF Level 9, Master's degree or Equivalent.
2. There is provision for entry through Recognition of Prior Learning (RPL)

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SECTION B	QUALIFICATION SPECIFICATION
GRADUATE PROFILE (LEARNING OUTCOMES)	**ASSESSMENT CRITERIA**
1. Systematically review, analyse, assimilate and interpret the body of scientific literature and innovations to identify the knowledge and scientific gaps in project management	1.1 Conduct a comprehensive scholarly literature review to identify knowledge gaps that are significant for further research investigations. 1.2 Adopt advanced philosophical standpoints that fit with their own context and within the discipline of project management. 1.3 Develop a viable and original research proposal.
2. Develop new theories and concepts in one or more areas of specializations in Project Management and conduct independent and high-level research for the development of practical solutions for real-world problems.	2.1 Design and implement a plan of work for an original research study. 2.2 Develop and advance original concepts and ideas to understand, analyse and design intricate solutions in Project Management. 2.3 Develop advanced research methodologies and philosophical standpoints to contribute to research and knowledge development in Project Management. 2.4 Generate practical and innovative solutions to problems in the field of specialisation.
3. Discover new facts based on empirical data and established ideas for knowledge development and professional practice in project management.	3.1 Design original experiments for the collection of high-quality research data and validate the research data in the research process. 3.2 Analyze, synthesise, interpret and discuss research findings. 3.3 Translate research and evidence-based interventions to actual practice to influence solutions and outcomes. 3.4 Solve problems with versatility through mastery of analytical, critical and innovative thinking methodologies. 3.5 Utilize evidence generated from research to improve Project Management practice, education and policy.
4. Communicate effectively, both orally and in writing, with a wide range of audiences across professional and personal contexts.	4.1 Publish research articles in peer-reviewed journals from the findings of the Doctor of Philosophy of Project Management research 4.2 Generate and present scientific outputs and reports in conferences, seminars and workshops.

5. Function effectively both as a leader and as a collaborative member of a team to achieve set goals, as well as connecting and interacting socially and effectively with diverse cultures.	5.1 Demonstrate the capacity to contribute to, cooperate with and respect contributions from fellow researchers and scholars. 5.2 Demonstrate skills and knowledge at a level required for academic responsibility, management or administrative positions.
6. Understand and apply the required social and ethical standards and responsibilities in carrying out research, with appropriate professional conduct within the set guidelines, considering the environmental, social, and economic requirements.	6.1 Apply conditions set for intellectual integrity rights and management in research and scholarship. 6.2 Adopt ethical codes and legal guidelines in the conduct of responsible scientific research and implementation of projects. 6.3 Implement projects with sound environmental integrity measures.

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SECTION C	QUALIFICATION STRUCTURE			
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total Credits
		Level [ ]	Level [ ]	Level [10]	
FUNDAMENTAL COMPONENT *Subjects/ Courses/ Modules/Units*	Research Process and academic writing			15	15
	Research Design and Methodology			15	15
CORE COMPONENT *Subjects/Courses/ Modules/Units*	Research Proposal			60	60
	PhD Report			210	210
	Oral Defence			60	60
	Subjects/ Courses/ Modules/Units	Credits Per Relevant NCQF Level			Total Credits

STRANDS/ SPECIALIZATION		Level [ ]	Level [ ]	Level [ ]	
1.					
2.					
Electives					

SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL	
TOTAL CREDITS PER NCQF LEVEL	
NCQF Level	*Credit Value*
10	*360*
TOTAL CREDITS	*360*

Rules of Combination:

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

A candidate shall obtain the qualification by:

1. Attaining the following credits:

    1.1 **Fundamental** component – 30 Credits
    1.2 **Core** component –------------ 330 Credits
       Total Credits: ------------------360 Credits

2. **Publication**: The candidate's supervisor shall submit written evidence that the candidate has, with the approval of the supervisor, **published** OR **submitted** at least two (2) journal papers in a Journal registered in an Indexed Database.

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ASSESSMENT ARRANGEMENTS

All assessments, formative and summative, leading/contributing to the award of credits or qualifications should be based on learning outcomes and/or sub-outcomes.

Examination of Coursework: There will be TWO forms of assessments:

(a)   Formative Assessment (Continuous Assessment), and

(b)   Summative Assessment (End of Semester Final Examinations).

Formative assessment for taught courses will contribute 40%, and Summative assessment for taught courses will constitute 60% of the overall learning programme.

Examination of PhD Thesis: Assessment is by formal examination of the written Thesis through:

(a)   Two External Examinations

(c)   Scholarly Defense of Thesis.

Assessments shall be carried out by BQA-accredited Assessors or Assessors with equivalent and recognised qualifications.

MODERATION ARRANGEMENTS

1.   The qualification shall have two External moderators following applicable policies and regulations for quality assurance to ensure fairness, validity, reliability, and consistency of assessments.
2.   The two moderators must have a doctorate degree in project management or cognate discipline and shall be registered and accredited by BQA or an equivalent accreditation board.

RECOGNITION OF PRIOR LEARNING

Learners 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 policy, credit accumulation and transfer system and relevant national-level policy and legislative framework.

CREDIT ACCUMULATION AND TRANSFER

The Credit Accumulation and Transfer System shall be used for credit transfer between institutions of higher learning as per ETP policy

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Horizontal Learning Pathways
    Doctor of Science in Project Management
    Doctor of Business in Project Management

Employment Pathways
1. Academic
2. Researcher
3. Project/programme Officer, Leader or Manager
4. Portfolio Manager
5. As a supportive skill for other occupations (as listed in the HRDC Priority Skills 2023/24 list) such as construction, IT Infrastructure, Event manager, etc)

QUALIFICATION AWARD AND CERTIFICATION

Qualification Award

1. To be awarded a Doctor of Philosophy in Project Management, a candidate should have satisfied all exit learning outcomes and met the minimum credit requirements (360 credits), Fundamental and Core components as indicated in the qualification structure.
2. Candidates shall be awarded a Doctor of Philosophy in Project Management upon obtaining a minimum of 360 credits.

Certification

There will be issuance of an official transcript and a certificate at the award of degree as follows and in accordance with the area of specialisation:

Doctor of Philosophy in Project Management

SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY

A comparison of the Doctor of Philosophy in Project Management qualifications offered by universities around the world and within the region yielded some similarities and differences. The universities included the International University of Malaya-Wales (IUMW), UK; The British University in Dubai, United Arab Emirates; the University of Nairobi, Kenya; and the University of South Africa.

Similarities
1. For most qualifications, the exit level credits are 360 credits, except for The British University In Dubai, which requires 560 credits to obtain the qualification.
2. All Universities require candidates to take some foundation courses in research methodology
3. The Universities require a proposal, which must be approved before the start of the PhD research.
4. The exit outcomes emphasize uncovering and creating new knowledge by discovering new facts or formulating new theories to advance research and knowledge in Project Management, which is presented as a thesis or Dissertation.
5. To obtain the Doctor of Philosophy, a candidate must produce a written thesis, which must be defended orally.

6. The examination and assessment structures of the Thesis/Dissertation are based on internal and external examination of the Thesis. Progress reports form part of the examination and assessment process.

   Differences

1. In addition to the research methodology course, some universities e.g. specify some courses to be taken to bolster project management of the candidate, for example, The British University in Dubai and University of Nairobi.
2. The subfields of specialisation within the discipline of Project Management are either specified (e.g. University of Nairobi) or are left for the candidate to select from the various topics in the body of knowledge of project management (e.g. University of South Africa)
3. Some Universities require candidates to publish journal papers in accredited and indexed journals before their results can be released (e.g. University of South Africa)

   Conclusively, the majority of qualifications commence with introducing the candidates to research methodology, in the form of a critical review of literature and research design, followed by proposal and thesis development and defence, as there are no significant differences, and the developed PhD in Project Management qualification compares well with similar qualifications within and outside the continent. Furthermore, in terms of employment pathways, most universities emphasise the degree's potential to provide a platform to make significant contributions to new knowledge in project management in occupations that include academics, researchers, portfolio/project/programme officers, leaders and managers. Possibilities for horizontal articulation exist in qualifications like a Doctor of Science in Project Management and a Doctor of Business in Project Management.

REVIEW PERIOD
The qualification will be reviewed every **five (5) years**

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CODE (ID)			
REGISTRATION STATUS	**BQA DECISION NO.**	**REGISTRATION START DATE**	**REGISTRATION END DATE**
LAST DATE FOR ENROLMENT		**LAST DATE FOR ACHIEVEMENT**	