
GOVERNMENT NOTICES

SOUTH AFRICAN QUALIFICATIONS AUTHORITY

No. 221

16 March 2007



SOUTH AFRICAN QUALIFICATIONS AUTHORITY (SAQA)

In accordance with Regulation 24(c) of the National Standards Bodies Regulations of 28 March 1998, the Standards Generating Body (SGB) for

Project Management

registered by Organising Field 03 – Business, Commerce and Management, publishes the following qualification and unit standards for public comment.

This notice contains the titles, fields, sub-fields, **NQF** levels, credits, and purpose of the qualification and unit standards. The full qualification and unit standards can be accessed via the SAQA web-site at www.saqqa.org.za. Copies may also be obtained from the Directorate of Standards Setting and Development at the SAQA offices, SAQA House, 1067 Arcadia Street, Hatfield, Pretoria.

Comment on the qualification and unit standards should reach SAQA at the address below and **no later than 13 April 2007**. All correspondence should be marked Standards Setting – Project Management addressed to

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SOUTH AFRICAN QUALIFICATIONS AUTHORITY

QUALIFICATION:***National Diploma: Project Management***

| SAQA QUAL ID | QUALIFICATION TITLE | | |
|----------------------------|---|--------------------------------|------------------------------|
| 58309 | National Diploma: Project Management | | |
| SGB | PROVIDER | | |
| SGB Project Management | | | |
| ETQA | | | |
| QUALIFICATION TYPE | FIELD | SUBFIELD | |
| National Diploma | 3 - Business, Commerce and Management Studies | Project Management | |
| ABET BAND | MINIMUM CREDITS | NQF LEVEL | QUAL CLASS |
| Undefined | 247 | Level 5 | Regular-Unit Stds Based |
| REGISTRATION STATUS | SAQA DECISION NUMBER | REGISTRATION START DATE | REGISTRATION END DATE |
| Draft - Prep for P Comment | | | |

PURPOSE AND RATIONALE OF THE QUALIFICATION

Purpose:

The purpose of the Qualification is to enable a learner, under general supervision, to:

- o Plan, establish and manage a simple to moderately complex project and project team whilst using a variety of routine and non-routine processes.
- o Select from a wide choice of standard and non-standard procedures.
- o Take full responsibility for the nature, quantity and quality of output.
- o Take responsibility for group output as required.
- o Show possession of a wide range of scholastic and/or technical skills applicable in the field of project management.

The purpose of this Qualification is to address the project and general threshold competence required to manage simple to moderately complex projects.

A project manager operating at NQF Level 5 maybe a full-time manager or a part time manager involved in the product design and development work. He could be operating as a technical specialist and as a project manager.

Range:

Simple to moderately complex projects are defined as projects, which may have:

- o A high degree of stability, few uncertainties or a low rate of change with regard to the expected deliverables (results), phase contents, organisational processes and procedures, legislation and team members.
- A limited range of different methods or approaches relating to: the design and creation of deliverables and end-products, or the project management method.
- o A low to moderate impact on the environment and/or socio economic elements of the project, and/or a moderate to low need to comply with legislation and/or a moderate number of stakeholders affected by or interested in the project.

- o A low strategic importance to the organisation or organisations involved, i.e. not included in the strategic plans of the organisation.
- Agreement between most of the stakeholders about the characteristics of the product of the project. The benefits of the project are well defined and agreed.
- o A low number of different organisations participating in the project.
- o A low number of interfaces between the project and other organisational entities in order to produce the end deliverable.

This Qualification is intended for people with prior project work experience. The learners accessing this Qualification will be working in or with Project Management teams or using a project approach to their business. These may be technical, business, public sector or community development projects from any economic sector. This Qualification could add value to learners operating their own business, as project management is an integral component of many business systems.

Qualifying learners working on a project will have the necessary knowledge, skills and attitudes to function more effectively and in a professional manner, add value to their job performance and enhance their ability to follow and implement policies and procedures.

Rationale:

The National Diploma in Project Management, NQF Level 5 provides for a comprehensive set of competencies that will enable a person to manage, co-ordinate or support simple to moderately complex projects in any sector.

In South Africa Project Management is considered a scarce skill and there is an urgent need for competent practitioners who can work as project leaders/co-ordinators and project managers.

Project Management is a discipline in its own right and requires application of a range of competencies that extend beyond the field of general management. Projects vary in complexity and thus the industry recognises a progression of skill development and application by individuals. This National Diploma provides the skills needed by project management personnel and for the wide set of competencies required when managing simple to moderately complex projects.

The Qualification includes project management competencies required locally and internationally as well as a selection of general management skills that are essential to a project practitioner. These include skills related to South African legislation.

This Diploma supports the development and recognition of a comprehensive set of project and general management competencies and their application as workplace skills. It allows recognition of prior learning for current practitioners and it may be used to support career development programmes.

RECOGNIZE PREVIOUS LEARNING?

Y

LEARNING ASSUMED TO BE IN PLACE

It is assumed that learners accessing this qualification are competent in:

- o Communication at NQF Level 4.
- Mathematical Literacy at NQF Level 4.
- Computer Literacy at NQF Level 3.

Recognition of prior learning:

This qualification can be obtained in part or in whole through Recognition of Prior Learning (RPL).

Access to the qualification:

Access to this Qualification is open to all learners who:

- o Have completed Communication and Mathematical Literacy at NQF Level 4.
- o Are in possession of a qualification at NQF Level 4 such as an FETC or a Senior Certificate.

Learners should preferably have completed either the FETC: Project Management or the NC: Project Management Level 5, before accessing the qualification.

QUALIFICATION RULES

The Qualification is made up of a combination of learning outcomes from Fundamental, Core and Elective components, totalling **247** credits.

Fundamental Component:

- o It consists of unit standards adding up to **17** credits. All Fundamental Unit Standards are compulsory.

Core Component:

- o **164** credits have been allocated to the Core Unit Standards. All Core Unit Standards are compulsory.

Elective Component:

- o The elective unit standards total **120** credits. A minimum of 66 credits must be selected by the learner in order to complete the qualification.

EXIT LEVEL OUTCOMES

1. Plan the project.
2. Execute, monitor and control the project.
3. Hand over and close the project.
4. Lead and manage others.
5. Apply the principles of risk management to a project.

ASSOCIATED ASSESSMENT CRITERIA

1.
 - o Component areas are planned according to Project Management principles and techniques.
 - o Legal requirements are identified and incorporated in the project plan.
 - o An integrated Project Management plan is developed, documented and approved in required format according to Project Management standards and organisation procedures.
2.
 - o Project work is undertaken in accordance with project requirements, the project management plan and agreed procedures.
 - o Performance is measured against project plans and preventative and corrective actions are identified and implemented in line with project plans and procedures.
 - Project base lines are maintained and communicated in required format and time frame.

- o Change requirements are analysed regarding their integrated impact to baselines and are managed in accordance with the project management plan and agreed procedures.
 - o Project work conforms with relevant legislation.
- 3.
- o Project deliverables are prepared and handed over in accordance with project acceptance criteria and project procedures.
 - o Project resources are released in accordance with agreed procedures.
 - o Project administration needs, and contract documentation are finalised, filed and archived and closure activities completed in accordance with project plan, required standards and procedures.
 - o Lessons learnt are documented and recorded in required format for future use.
- 4.
- o Key individuals, organisations and groups are involved throughout the project in a timely and appropriate manner.
 - o Stakeholder and team member relationships are developed, maintained and monitored in accordance with organisational standards and project requirements.
 - o Communication processes and channels are planned and utilised in accordance with project requirements.
 - o Team members are selected and managed in accordance with project requirements and organisational standards and procedures in order to achieve the project outcomes.
 - Project management activities are conducted in an ethical manner and in accordance with organisational/client/project standards and procedures.
- 5.
- o Legislation relevant to the development of a risk management plan is interpreted to ensure compliance through out the project.
 - o Risk management and its processes are understood in terms of minimising or eliminating risks.
 - o Potential risks and their impact on the project are analysed to enable preventative action to be taken.
 - o Risk management responses and updates are developed for the risk management plan.

Integrated assessment:

Development of the competencies may be through a combination of informal and formal learning, self-learning, training programmes and work-based application. Providers should conduct diagnostic and formative assessment. Formative, continuous and diagnostic assessments should also take place in the work place. The learner should be able to assess their progress and determine readiness for a final summative assessment against this Qualification.

Learning, teaching and assessment are inextricably linked. Whenever possible, the assessment of knowledge, skills, attitudes and values shown in the unit standards should be integrated.

Assessment of Communication and Mathematical Literacy should be conducted in conjunction with other aspects and should use authentic Project Operational contexts wherever possible.

A variety of methods must be used in assessment and tools and activities must be appropriate to the context in which the learner is working. Where it is not possible to assess the learner in the workplace or on-the-job, simulations, case studies, role-plays and other similar techniques should be used to provide a context appropriate to the assessment.

The term 'Integrated Assessment' implies that theoretical and practical components should be assessed together. Groups of standards may also be assessed together.

Assessment should ensure that all specific outcomes, embedded knowledge and critical cross-field outcomes are evaluated. The assessment of the critical cross-field outcomes should be integrated with the assessment of specific outcomes and embedded knowledge.

The final summative assessment for the Qualification should be undertaken under the direction of the relevant Education and Training Quality Assurance (ETQA) body.

INTERNATIONAL COMPARABILITY

Project Management is a discipline that applies to all sectors. During the last 15 years there has been increasing advocacy for treating Project Management as a profession with associated self-regulation. Collaboration between professional bodies, academia, some governments (e.g. UK, Japan and China), qualification authorities and a wide range of interested parties is resulting in a growth of globally recognised best practices, standards and qualifications. The application of Project Management is seen to be within the management and administration/support roles in organisations. The majority of the training and qualifications offered are at NQF level 5 or above. Whilst most training is mainly of the short course nature there is an increasing number of leading global universities offering Masters in Project Management. Some of these include:

- o University of Sydney.
- o University of Technology Sydney.
- o Groupe ESC Lille - France.
- o University of Quebec.
- o University of Texas.
- o University of Athabasca.

In parallel to the development of this Qualification, some of the participating subject experts have also taken part in a global initiative to develop a set of performance standards for project managers that could be used as global standards for comparison and reciprocity. This process allowed for an exchange of ideas and understanding between the developers of this Qualification in South Africa and the global specification. As a result extensive benchmarking of this Qualification was obtained.

Internationally, few qualifications exist that are equivalent to the South African NQF Level 5. Currently the NEPAD and SADC regions, other than South Africa, rarely use a local project management qualification. If a qualification is used it is most likely to be from the UK (PRINCE2 or Information Systems Examining Board (ISEB) or Association for Project Management (APM)), from the Project Management Institute (PMI) (global) or as part of a programme from a university or a donor.

In the developing countries, individuals wishing to develop project management skills are using global initiatives from donors, or PRINCE2 from the UK government and/or qualifications from professional bodies such as Project Management Institute (PMI) (global), Association for Project Management (APM) (UK) and International Project Management Association (IPMA) (Europe - global).

A common trend is for global companies to utilise a qualification such as from PMI, APM or the PRINCE2 (UK) in conjunction with their own qualifications and career path.

In Africa, development of a Project Management capacity is driven primarily by individuals and/or large global corporations. Individuals frequently join an international professional body and then use the qualifications of that body. There are 55 Chapters of PMI across the world including in the following African countries - Egypt, Lebanon, Nigeria and South Africa.

During the development of this qualification the currently available standards were referenced as well as our subject expert's knowledge of developments in the Project Management sector. A global project has been established which has support from most of the key institutions across the world including SAQA, the Services SETA and Project Management South Africa (PMSA).

Members of the Project Management SGB have been participating in the project, which is developing global performance standards for Project Management personnel. The intent is to produce models that can be used anywhere in the world as a reference for performance assessment and as a tool to map qualifications. The Global Level 1 set of standards being developed by the project team has been used to map to this qualification. An output from the global project is a detailed analysis of a range of standards. This analysis has been used when developing this qualification.

Countries, recognised as leaders in Project Management are: the USA, Canada, **UK**, Austria, France and Germany, South Africa and Australia.

The following qualifications and standards have been referenced:

- o Project Management Institute (Global).
- o Project Management Professional (PMP).
- o Certified Associate in Project Management (CAPM).
- o Business Services Training Australia (now part of Innovation & Business Skills Australia).
- o Business Services Training Package - Project Management Competency Standards AQF Level 5. These are detailed below.

Innovation & Business Skills Australia; SAQA

- o Identifier; Standard Title:
- o SAQA Title.

- BSBPM501A; Manage application of project integrative processes:
 - o Develop an integrated project management plan for a simple to moderately complex project.
 - o Establish a project or project phase and its processes for a simple to moderately complex project.
 - o Monitor and control the execution of the project management plan for a simple to moderately complex project.
 - o Coordinate closure of a simple to moderately complex project.
- BSBPM502A; Manage project scope:
 - o Develop a project scope statement for a simple to moderately complex project.
 - o Determine the work required to accomplish the objectives and organise the scope of a simple to moderately complex project.
- BSBPM503A; Manage project time:
 - o Produce an optimised work and resource schedule for a simple to moderately complex project.
- o BSBPM504A; Manage project costs:
 - o Develop a project cost management plan for a simple to moderately complex project.
- BSBPM505A; Manage project quality:
 - o Develop a project quality management plan for a simple to moderately complex project.
- BSBPM506A; Manage project human resources:
 - o Monitor team members and measure effectiveness of performance.
 - o Encourage team members through recognising strengths, encouraging participation in decision making and delegating tasks.
 - o Evaluate and improve team performance.
- BSBPM507A; Manage project communications:
 - o Manage project communication for a simple to moderately complex project.
 - o Conduct a project or business meeting.
 - o Manage stakeholder relations on a simple to moderately complex project.

- BSBPM508A; Manage project risk:
 - Develop a project risk management plan for a simple to moderately complex project.
- BSBPM509A; Manage project procurement
 - Manage procurement for a simple to moderately complex project.

United Kingdom:

- The Engineering Construction Industry Training Board (G4L3 25) - National occupational standards for project management (2004).
- Information Systems Examination Board - Certificate in Information Systems project management.

Global:

- Association for Project Management Professional (APMP) from Association for Project Management (APM).
- Association for the Advancement of Cost Engineering International. Certified Cost Engineer (CCE).
- Performance standards published by the Global Project Management Performance Standards project - GAPPS.

- Global Standard Title:
- SAQA Standard Title.

- PM01 Manage Stakeholder Relationships.
 - Manage stakeholder relations on a simple to moderately complex project.
 - Conduct a project or business meeting.

- PM02 Manage Interpersonal Relationships.
 - Monitor team members and measure effectiveness of performance.
 - Encourage team members through recognising strengths, encouraging participation in decision making and delegating tasks.
 - Evaluate and improve team performance.

- PM03 Manage development of the plan for the project.
 - Develop a project scope statement for a simple to moderately complex project.
 - Determine the work required to accomplish the objectives and organise the scope of a simple to moderately complex project.
 - Produce an optimised work and resource schedule for a simple to moderately complex project.
 - Develop a project cost management plan for a simple to moderately complex project.
 - Develop a project quality management plan for a simple to moderately complex project.
 - Develop a project risk management plan for a simple to moderately complex project.
 - Develop an integrated project management plan for a simple to moderately complex project.

- PM04 Manage project progress.
 - Establish a project or project phase and its processes for a simple to moderately complex project.
 - Monitor and control the execution of the project management plan for a simple to moderately complex project.
 - Manage procurement for a simple to moderately complex project.
 - Manage project communication for a simple to moderately complex.

- PM05 Manage product acceptance.

- o Monitor and control the execution of the project management plan for a simple to moderately complex project.

- o PM06 Manage project transitions.
- o Coordinate closure of a simple to moderately complex project.

International standards/knowledge that have been referenced include:

- o United Kingdom - Body of Knowledge from Association for Project Management.
- o International- International Standards Organisation (ISO) 10006.
- o Europe - International Project Management Association Competence Baseline.
- o Project Management Professional role delineation study from PMIQ - knowledge areas:
 - o Professionalism and Ethics.
 - o Legal requirements.
 - o Communications.
 - o Conflict of interest.
 - o Ethnic and cultural norms.
 - o PMPQ code of ethics.

Project Management is developing as a profession and there are several bodies around the world that provide research, standards and qualifications. This set of standards and qualification have been benchmarked against a wide range of standards and qualifications. In turn, this Qualification and related standards are being provided to several international bodies for their comparison purposes.

In addition, references were made to the following professional bodies, which provide Qualifications or advice on learning in this area:

- o Association for Project Management (UK).
- International Project Management Association (Europe).
- Australian Institute for Project Management (Australia).
- Project Management Institute (PMIQ).
- o Association for the Advancement of Cost Engineering International (International).
- o The Engineering Construction Industry Training Board (UK).

In addition, the following International standards have been referenced:

- o Emerging global performance standards for project management personnel (GPSPMP - Global).
- o A Guide to the Project Management Body of Knowledge (PMBOK Guide), 2000 and 2004 versions, from Project Management Institute (PMIQ).
- o Extensions to PMBOK® Guide for Government from PMIQ.
- o Australian National Competency Standards for Project Management, 1996 and 2003.
- Body of Knowledge from Association for Project Management, UK.
- o ISO 10006.
- o IPMA Competence Baseline from International Project Management Association.
- o Project Management role delineation studies from PMI® for CAPM and PMP.
- o Project Management Competency Development Framework from PMIQ 2002.

ARTICULATION OPTIONS

Horizontal articulation is possible with:

- ID 24493: National Certificate: Management, **NQF Level 5**.

- o ID 48872: National Certificate: Information Technology (Systems Development), NQF Level 5.
- o ID 48908: National Certificate: Sanitisation Project Co-ordination, NQF Level 5.
- o ID 49469: National Diploma Complex Procurement, Level 5.
- o ID 49793: National Certificate: Productivity, Level 5.
- o ID 49794: National Diploma: Productivity, Level 5.
- o ID 49692: National Diploma: Human Resources Management and Practices, Level 5.

Vertical articulation is possible with:

- o ID 48722: Advanced Diploma: Project Management, Level 6.
- o ID 13862: Bachelor of Technology: Project Management, Level 7

MODERATION OPTIONS

o Anyone assessing a learner or moderating the assessment of a learner against this Qualification must register as an assessor with the relevant accredited Education and Training Quality Assurance (ETQA) Body or an ETQA that has a Memorandum of Understanding with the relevant accredited ETQA.

o Assessment and moderation of assessment will be overseen by the relevant accredited ETQA or an ETQA that has a Memorandum of Understanding with the relevant accredited ETQA, according to the ETQAs policies and guidelines for assessment and moderation; in terms of agreements reached around assessment and moderation between ETQAs (including professional bodies).

o Moderation must include both internal and external moderation of assessments at exit points of the Qualification, unless ETQA policies specify otherwise. Moderation should encompass achievement of the competence described in the Qualification.

o Any institution offering learning that will enable the achievement of this Qualification must be accredited as a provider with the relevant accredited ETQA.

CRITERIA FOR THE REGISTRATION OF ASSESSORS

For an applicant to register as an assessor, the applicant should:

- o Be registered as an assessor with the relevant accredited ETQA or an ETQA that has a Memorandum of Understanding with the relevant accredited ETQA.
- o Hold a Project Management Qualification at NQF level 6 or above.
- o Have at least four (4) years' experience working on projects, applying project processes and techniques.

NOTES

Exit point for learners who do not complete the Qualification:

- o Learners will be credited with Unit Standards in which they have proved competence.
- o Learners who complete individual Unit Standards but do not complete this Qualification retain their credits. However, should the substance of the Unit Standard change, the validity of the credits towards the Qualification may be reviewed.
- o Learners who change their provider or learning site before completing the Qualification may transfer their credits to the new learning site.

UNIT STANDARDS

| | ID | UNIT STANDARD TITLE | LEVEL | CREDITS |
|------|--------|---|---------|---------|
| Core | 243823 | Develop a preliminary project scope statement for a simple to moderately complex project | Level 5 | 12 |
| Core | 243811 | Determine the work required to accomplish the objectives and organise the scope of a simple to moderately complex project | Level 5 | 7 |

| | ID | UNIT STANDARD TITLE | LEVEL | CREDITS |
|----------|--------|--|---------|---------|
| Core | 243813 | Develop a project cost management plan for a simple to moderately complex project | Level 5 | 12 |
| Core | 243820 | Develop an optimised work and resource schedule for a simple to moderately complex project | Level 5 | 12 |
| Core | 243817 | Develop a project risk management plan for a simple to moderately complex project | Level 5 | 7 |
| Core | 243824 | Develop an integrated Project Management plan for a simple to moderately complex project | Level 5 | 8 |
| Core | 243812 | Monitor and control the execution of the project management plan for a simple to moderately complex project | Level 5 | 12 |
| Core | 243815 | Manage stakeholder relations on a project | Level 5 | 12 |
| Core | 243818 | Negotiate agreements in simple to moderately complex situations | Level 5 | 4 |
| Core | 15225 | Identify and interpret related legislation and its impact on the team, department or division and ensure compliance | Level 5 | 4 |
| Core | 15096 | Demonstrate an understanding of stress in order to apply strategies to achieve optimal stress levels in personal and work situations | Level 5 | 5 |
| Core | 120380 | Evaluate and improve the project team's performance | Level 5 | 7 |
| Core | 15230 | Monitor team members and measure effectiveness of performance | Level 5 | 4 |
| Core | 114274 | Demonstrate and apply an understanding of the Basic Conditions of Employment Act (Act 75 of 1997) | Level 5 | 8 |
| Core | 243821 | Manage the procurement process for a simple to moderately complex project | Level 5 | 10 |
| Core | 243822 | Manage project communication for a project | Level 5 | 8 |
| Core | 243819 | Coordinate the closure of a simple to moderately complex project | Level 5 | 8 |
| Core | 242655 | Demonstrate knowledge and application of ethical conduct in a business environment | Level 4 | 4 |
| Core | 243814 | Establish a project or project phase and its processes for a simple to moderately complex project | Level 5 | 14 |
| Core | 243816 | Develop a project quality management plan for a simple to moderately complex project | Level 5 | 6 |
| Elective | 115407 | Apply the principles of change management in the workplace | Level 5 | 10 |
| Elective | 114226 | Interpret and manage conflicts within the workplace | Level 5 | 8 |
| Elective | 114599 | Apply Functional Value to Engineering Design | Level 5 | 6 |
| Elective | 12140 | Recruit and select candidates to fill defined positions | Level 5 | 9 |
| Elective | 15223 | Implement training needs for teams and individuals to upgrade skills levels | Level 5 | 3 |
| Elective | 11286 | Institute disciplinary action | Level 5 | 8 |
| Elective | 243825 | Determine project cost and schedule performance using earned value management techniques | Level 5 | 20 |
| Elective | 242726 | Facilitate meetings/workshops effectively to achieve organisational outcomes | Level 5 | 4 |
| Elective | 116928 | Manage diversity in the workplace | Level 5 | 14 |
| Elective | 114879 | Promote a productivity improvement strategy | Level 5 | 10 |
| Elective | 114882 | Develop holistic productivity improvement strategies and plans | Level 5 | 10 |
| Elective | 12459 | Optimise the safety, health and environmental protection system | Level 5 | 6 |
| Elective | 116921 | Apply the principles of Employment Equity to dealing with terminal or chronic illnesses, particularly HIV/Aids, in the workplace | Level 5 | 10 |
| Elective | 15231 | Create and use a range of resources to effectively manage teams, sections, departments or divisions | Level 5 | 4 |
| Elective | 15237 | Build teams to meet set goals and objectives | Level 5 | 3 |
| Elective | 15229 | Implement codes of conduct in the team, department or division | Level 5 | 3 |
| Elective | 15233 | Harness diversity and build on strengths of a diverse working environment | Level 5 | 3 |
| Elective | 15238 | Devise and apply strategies to establish and maintain relationships | Level 5 | 3 |
| Elective | 15219 | Develop and implement a strategy and action plans for a team, department or division | Level 5 | 4 |
| Elective | 7863 | Manage staff development | Level 5 | 6 |

| | ID | UNIT STANDARD TITLE | LEVEL | CREDITS |
|-------------|--------|---|---------|---------|
| Elective | 11907 | Draft an employment contract | Level5 | 3 |
| Elective | 15235 | Prepare and conduct staff selection interviews | Level5 | 3 |
| Elective | 114601 | Identify, select and co-ordinate value engineering project life cycle phase | Level 5 | 4 |
| Fundamental | 115792 | Access, process, adapt and use data from a wide range of texts | Level 5 | 5 |
| Fundamental | 12433 | Use communication techniques effectively | Level5 | 8 |
| Fundamental | 115817 | Provide and respond to feedback | Level5 | 4 |



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Determine the work required to accomplish the objectives and organise the scope of a simple to moderately complex project

| SAQA US ID | UNIT STANDARD TITLE | | |
|---|---|------------------------------|-----------------------------|
| 24381 1 | Determine the work required to accomplish the objectives and organise the | | |
| SGB | PROVIDER | | |
| SGB Project Management | | | |
| FIELD | SUBFIELD | | |
| 3 - Business, Commerce and Management Studies | Project Management | | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 7 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
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SPECIFIC OUTCOME 1

Refine the project scope statement.

SPECIFIC OUTCOME 2

Determine the approach for decomposing the work of the project.

SPECIFIC OUTCOME 3

Decompose the work of the project into components to the required level of detail.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Monitor and control the execution of the project management plan for a simple to moderately complex project

| SAQA US ID | UNIT STANDARD TITLE | | |
|---|---|------------------------------|-----------------------------|
| 243812 | Monitor and control the execution of the project management plan for a simple to moderately complex project | | |
| SGB | PROVIDER | | |
| SGB Project Management | | | |
| FIELD | SUBFIELD | | |
| 3 - Business, Commerce and Management Studies | Project Management | | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 12 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
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SPECIFIC OUTCOME 1

Monitor and control the performance of the project.

SPECIFIC OUTCOME 2

Manage project baselines through integrated change control.

SPECIFIC OUTCOME 3

Manage and resolve issues and new risks.

SPECIFIC OUTCOME 4

Manage the development of the products of the project.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Develop a project cost management plan for a simple to moderately complex project

| SAQA US ID | UNIT STANDARD TITLE | | |
|---|---|------------------------------|-----------------------------|
| 243813 | Develop a project cost management plan for a simple to moderately complex | | |
| SGB | PROVIDER | | |
| SGB Project Management | | | |
| FIELD | SUBFIELD | | |
| 3 - Business, Commerce and Management Studies | Project Management | | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 12 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
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SPECIFIC OUTCOME 1

Demonstrate an understanding of cost management planning processes and techniques.

SPECIFIC OUTCOME 2

Develop cost estimates for a simple to moderately complex project.

SPECIFIC OUTCOME 3

Develop the project cost baseline.

SPECIFIC OUTCOME 4

Consolidate information and agree cost management plan.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Establish a project or project phase and its processes for a simple to moderately complex project

| SAQA US ID | | UNIT STANDARD TITLE | |
|---|--------------------------------|---|-----------------------------|
| 243814 | | Establish a project or project phase and its processes for a simple to moderately complex project | |
| SGB | | PROVIDER | |
| SGB Project Management | | | |
| FIELD | | SUBFIELD | |
| 3 - Business, Commerce and Management Studies | | Project Management | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 14 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
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SPECIFIC OUTCOME 1

Demonstrate an understanding of the project and the project management procedures.

SPECIFIC OUTCOME 2

Acquire and induct project team members.

SPECIFIC OUTCOME 3

Acquire and allocate 'non-people' resources for the project.

SPECIFIC OUTCOME 4

Establish physical and virtual workplace environment.

SPECIFIC OUTCOME 5

Develop project procedures, standards and templates.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Manage stakeholder relations on a project

| SAQA US ID | UNIT STANDARD TITLE | | |
|---|---|-----------------------|----------------------|
| 243815 | Manage stakeholder relations on a project | | |
| SGB | PROVIDER | | |
| SGB Project Management | | | |
| FIELD | SUBFIELD | | |
| 3 - Business, Commerce and Management Studies | Project Management | | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 12 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
| Draft - Prep for P Comment | | | |

SPECIFIC OUTCOME 1

Identify key stakeholders of the project.

SPECIFIC OUTCOME 2

Compile a stakeholder relationship management plan.

SPECIFIC OUTCOME 3

Implement the stakeholder relationship management plan.

SPECIFIC OUTCOME 4

Evaluate the effectiveness of key stakeholders' involvement in the project.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Develop a project quality management plan for a simple to moderately complex project

| SAQA US ID | UNIT STANDARD TITLE | | |
|---|--|------------------------------|-----------------------------|
| 243816 | Develop a project quality management plan for a simple to moderately complex | | |
| SGB | PROVIDER | | |
| SGB Project Management | | | |
| FIELD | SUBFIELD | | |
| 3 - Business, Commerce and Management Studies | Project Management | | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 6 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
| Draft - Prep for P Comment | | | |

SPECIFIC OUTCOME 1

Demonstrate an understanding of project quality management principles.

SPECIFIC OUTCOME 2

Gather and analyse quality requirements for a project.

SPECIFIC OUTCOME 3

Compile the project quality management plan.

SPECIFIC OUTCOME 4

Obtain approval for the project quality management plan.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Develop a project risk management plan for a simple to moderately complex project

| SAQA US ID | | UNIT STANDARD TITLE | |
|---|--------------------------------|---|-----------------------------|
| 243817 | | Develop a project risk management plan for a simple to moderately complex project | |
| SGB | | PROVIDER | |
| SGB Project Management | | | |
| FIELD | | SUBFIELD | |
| 3 - Business, Commerce and Management Studies | | Project Management | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 7 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
| Draft - Prep for P Comment | | | |

SPECIFIC OUTCOME 1

Demonstrate an understanding of the project risk management processes.

SPECIFIC OUTCOME 2

Identify the risks that apply to a project.

SPECIFIC OUTCOME 3

Analyse the threats and opportunities of a project.

SPECIFIC OUTCOME 4

Develop responses for risks and update the risk management plan.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Negotiate agreements in simple to moderately complex situations

| SAQA US ID | UNIT STANDARD TITLE | | |
|---|---|------------------------------|-----------------------------|
| 243818 | Negotiate agreements in simple to moderately complex situations | | |
| SGB | PROVIDER | | |
| SGB Project Management | | | |
| FIELD | SUBFIELD | | |
| 3 - Business, Commerce and Management Studies | Project Management | | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 4 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
| Draft - Prep for P Comment | | | |

SPECIFIC OUTCOME 1

Demonstrate an understanding of negotiation concepts.

SPECIFIC OUTCOME 2

Develop a strategy to achieve successful negotiations.

SPECIFIC OUTCOME 3

Conduct negotiations.

SPECIFIC OUTCOME 4

Identify and overcome difficulties and conflict during negotiations.

SPECIFIC OUTCOME 5

Finalise and communicate the agreement.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Coordinate the closure of a simple to moderately complex project

| SAQA US ID | UNIT STANDARD TITLE | | |
|---|--|------------------------------|-----------------------------|
| 243819 | Coordinate the closure of a simple to moderately complex project | | |
| SGB | PROVIDER | | |
| SGB Project Management | | | |
| FIELD | SUBFIELD | | |
| 3 - Business, Commerce and Management Studies | Project Management | | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 8 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
| Draft - Prep for P | | | |

SPECIFIC OUTCOME 1

Verify and validate that the products of the project are ready for handover.

SPECIFIC OUTCOME 2

Hand over the products of the project.

SPECIFIC OUTCOME 3

Close project administration, client agreements and release project resources.

SPECIFIC OUTCOME 4

Participate in conducting the project performance review.

SPECIFIC OUTCOME 5Communicate project closure to **all** stakeholders.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Develop an optimised work and resource schedule for a simple to moderately complex project

| SAQA US ID | | UNIT STANDARD TITLE | |
|---|-------------------------|--|----------------------|
| 243820 | | Develop an optimised work and resource schedule for a simple to moderately complex project | |
| SGB | | PROVIDER | |
| SGB Project Management | | | |
| FIELD | | SUBFIELD | |
| 3 - Business, Commerce and Management Studies | | Project Management | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 12 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
| Draft - Prep for P Comment | | | |

SPECIFIC OUTCOME 1

Demonstrate an understanding of scheduling tools and techniques.

SPECIFIC OUTCOME 2

Produce an initial work schedule.

SPECIFIC OUTCOME 3

Identify and estimate resources for each activity.

SPECIFIC OUTCOME 4

Optimise the work and resource schedule.

SPECIFIC OUTCOME 5

Compile the schedule and resource management plans.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Manage the procurement process for a simple to moderately complex project

| SAQA US ID | UNIT STANDARD TITLE | | |
|---|---|-----------------------|----------------------|
| 243821 | Manage the procurement process for a simple to moderately complex project | | |
| SGB | PROVIDER | | |
| SGB Project Management | | | |
| FIELD | SUBFIELD | | |
| 3 - Business, Commerce and Management Studies | Project Management | | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 10 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
| Draft - Prep for P Comment | | | |

SPECIFIC OUTCOME 1

Demonstrate an understanding of project procurement management principles.

SPECIFIC OUTCOME 2

Compile the procurement management plan in support of the project plan.

SPECIFIC OUTCOME 3

Request responses from qualified suppliers in accordance with the procurement management plan.

SPECIFIC OUTCOME 4

Evaluate responses received and select the supplier to supply the relevant goods or services to the project.

SPECIFIC OUTCOME 5

Establish agreements with successful suppliers and acquire goods or services for the project.

SPECIFIC OUTCOME 6

Administer the supplier agreements.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Manage project communication for a project

| SAQA US ID | UNIT STANDARD TITLE | | |
|---|--|------------------------------|-----------------------------|
| 243822 | Manage project communication for a project | | |
| SGB | PROVIDER | | |
| SGB Project Management | | | |
| FIELD | SUBFIELD | | |
| 3 - Business, Commerce and Management Studies | Project Management | | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 8 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
| Draft - Prep for P | | | |

SPECIFIC OUTCOME 1

Demonstrate an understanding of the characteristics of communication.

SPECIFIC OUTCOME 2

Develop a communication plan for a project.

SPECIFIC OUTCOME 3

Implement a project communication plan.

SPECIFIC OUTCOME 4

Evaluate the effectiveness of a project communications and implement improvement measures.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Develop a preliminary project scope statement for a simple to moderately complex project

| SAQA US ID | UNIT STANDARD TITLE | | |
|---|--|-----------------------|----------------------|
| 243823 | Develop a preliminary project scope statement for a simple to moderately complex project | | |
| SGB | PROVIDER | | |
| SGB Project Management | | | |
| FIELD | SUBFIELD | | |
| 3 - Business, Commerce and Management Studies | Project Management | | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 12 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
| Draft - Prep for P Comment | | | |

SPECIFIC OUTCOME 1

Interpret the project charter or brief and associated documents.

SPECIFIC OUTCOME 2

Determine the key requirements of the project.

SPECIFIC OUTCOME 3

Develop the Project Management approach.

SPECIFIC OUTCOME 4

Compile a preliminary project scope statement.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Develop an integrated Project Management plan for a simple to moderately complex project

| SAQA US ID | | UNIT STANDARD TITLE | |
|---|--------------------------------|--|-----------------------------|
| 243824 | | Develop an integrated Project Management plan for a simple to moderately | |
| SGB | | PROVIDER | |
| SGB Project Management | | | |
| FIELD | | SUBFIELD | |
| 3 - Business, Commerce and Management Studies | | Project Management | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 8 |
| REGISTRATION STATUS | REGISTRATION START DATE | REGISTRATION END DATE | SAQA DECISION NUMBER |
| Draft - Prep for P Comment | | | |

SPECIFIC OUTCOME 1

Refine the project organisational structure, profiles, roles and responsibilities.

SPECIFIC OUTCOME 2

Determine the integrated change control procedures

SPECIFIC OUTCOME 3

Produce the integrated project management plan document.

SPECIFIC OUTCOME 4

Obtain approval for the integrated project management plan.



SOUTH AFRICAN QUALIFICATIONS AUTHORITY

UNIT STANDARD:

Determine project cost and schedule performance using earned value management techniques

| SAQA US ID | UNIT STANDARD TITLE | | |
|---|--|-------------------------|----------------------|
| 243825 | Determine project cost and schedule Performance using earned value management techniques | | |
| SGB | PROVIDER | | |
| SGB Project Manaaement | | | |
| FIELD | SUBFIELD | | |
| 3 - Business, Commerce and Management Studies | Project Management | | |
| ABET BAND | UNIT STANDARD TYPE | NQF LEVEL | CREDITS |
| Undefined | Regular | Level 5 | 20 |
| REGISTRATION | REGISTRATION START | REGISTRATION END | SAQA DECISION |
| | | | |

SPECIFIC OUTCOME 1

Decompose project scope into work/planning packages.

SPECIFIC OUTCOME 2

Plan and schedule the project scope on a master project schedule.

SPECIFIC OUTCOME 3

Set up and assign cost account plans.

SPECIFIC OUTCOME 4

Establish and maintain a performance measurement baseline.

SPECIFIC OUTCOME 5

Monitor and control project performance and forecast final cost and schedule outcomes.