

**SKILLS FRAMEWORK FOR TOURISM
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE**

TSC Category	Project Management					
TSC	Project Management					
TSC Description	Execute projects by managing stakeholder, resources, budgets and resolving problems					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
		TOU-BIN-2021-1.1-1	TOU-BIN-3021-1.1	TOU-BIN-4021-1.1	TOU-BIN-5021-1.1	
		Implement project administration processes in accordance with project administration policies	Implement project plans for small projects or project modules	Manage medium-scale projects by implementing appropriate methodologies and tools	Lead end-to-end management of large, complex projects or multiple projects concurrently and coordinate project interdependencies	
Knowledge		<ul style="list-style-type: none"> • Organisation's business • Government business policies and regulations • Resource availability 	<ul style="list-style-type: none"> • Elements of project modules • Requirements of a project plan • Application of appropriate project management methodologies and tools • Project risks • Project stakeholders identification 	<ul style="list-style-type: none"> • Scoping and requirements of medium-sized projects • Steps to align project and business goals • Potential project risks • Project stakeholder engagement techniques • Effective resource allocation 	<ul style="list-style-type: none"> • Best practices in end-to-end project management • Current methodologies and tools in industry • Strategies for alignment of different projects • Project risk anticipation, mitigation and planning • Resource management techniques • Project budget planning • Performance review processes for projects 	
Abilities		<ul style="list-style-type: none"> • Implement processes to support projects • Maintain project organisational information • Prepare appropriate administrative documents 	<ul style="list-style-type: none"> • Facilitate execution of project modules • Implement project plans based on the understanding of project objectives and project scope • Utilise appropriate methods and tools to track and drive progress of projects against set plans and timelines • Identify risks to the success of projects or 	<ul style="list-style-type: none"> • Scope and drive completion of medium-scale projects • Develop realistic project plans based on assessment of project objectives, scope and potential interdependencies with other projects • Implement appropriate methodologies and tools to achieve desired outcomes effectively 	<ul style="list-style-type: none"> • Manage large, complex projects or multiple projects concurrently through the phases from definition, scoping, delivery and successful completion • Scope and plan projects in accordance with organisation requirements • Identify project implications, and manage and coordinate project 	

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			<p>modules and manage the risks</p> <ul style="list-style-type: none"> • Collaborate and communicate effectively with relevant internal and external stakeholders related to the projects • Deploy resources to different parts of the projects for efficient and effective completion • Track project deliverables against project schedules • Monitor costs, timescales and resources used and take basic corrective actions in case of misalignment 	<ul style="list-style-type: none"> • Pre-empt risks to success of projects and develop plans to mitigate them • Investigate project exigencies, identify and address their root causes • Set up timely touch-points to engage internal and external stakeholders that impact or are impacted by the project processes and outcomes • Allocate resources to different parts of the projects based on an assessment of project priorities • Coordinate the completion of project deliverables within agreed cost, timescale and resources 	<p>interdependencies with other projects or modules</p> <ul style="list-style-type: none"> • Determine appropriate methodologies and tools to ensure that they are fit-for-purpose • Develop project-specific risk management plans • Develop stakeholder engagement plans to secure the buy-ins and support of critical stakeholders • Plan project budgets, and strategically control and allocate resources across multiple projects and modules • Review progress and performance of individual projects and recommend actions for improvement 	
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