

QUALIFICATION SPECIFICATION							
SECTION A							
QUALIFICATION DEVELOPER		MANAGEMENT COLLEGE OF SOUTHERN AFRICA (MANCOSA)					
TITLE		BACHELOR OF BUSINESS ADMINISTRATION(BBA)			NCQF LEVEL		7
FIELD	BUSINESS, COMMERCE AND MANAGEMENT STUDIES			SUB-FIELD	BUSINESS ADMINISTRATION		
New qualification		√	Review of existing qualification				
SUB-FRAMEWORK		General Education			TVET		
					Higher Education		√
QUALIFICATION TYPE		Certificate			Diploma		
		Bachelor Honours			Master		
					Bachelor		√
					Doctor		
CREDIT VALUE					515		
RATIONALE AND PURPOSE OF THE QUALIFICATION							
<p>According to HRDC- Top Occupation in high Demand (Dec, 2016), validated statistics for Finance and Business Services indicate that there is need for graduates in Bachelor of Business Administration which caters for a diverse portfolio of practitioners specifically cascading from a degree qualification. The qualification will also support the recommendations of the Government Paper No. 37 of 2008: "Towards a Knowledge Society", Tertiary Education Policy, as approved by the National Assembly on the (2008, pg. 10). The qualification supports the skills training and development component of the Life Cycle Model of the NHRD Strategy (2009). Botswana Vision 2036 recognizes education and skills development as the basis for human resource development.</p> <p>The type of education curriculum that is envisaged to prevail is that which would be aligned to the needs of the economy and business. A needs identification survey conducted revealed that the Bachelor of Business Administration (BBA) qualification is of special interest to the working professional in public and private organizations and school leavers who wish to pursue a career in management.</p> <p>The purpose of this qualification is therefore, to produce graduates with competencies in general management, financial management, resource procurement, project administration and strategy execution. Thus the qualification is designed to provide the student with an understanding and working application of the principles essential to the effective management of private and public business entities.</p>							
ENTRY REQUIREMENTS (including access and inclusion)							
Applicants will be admitted to this qualification on the basis of one of the following minimum benchmark qualifications:							

- Five relevant subjects at Cambridge, BGCSE, or any relevant equivalent qualification at NCQF Level 4.
- An appropriate Further Education and Training Certificate or equivalent with grounding in business administration or management.
- Any relevant qualification to the BBA qualification at NCQF Levels 5 or 6 in any business field may render the candidate eligible for exemptions or credit transfer in accordance with applicable policies.

In addition to the above admission criteria, relevant experience in the business sector will also be considered as recognition of prior learning (RPL).

QUALIFICATION SPECIFICATION		SECTION B
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA	
1.1 Analyse and interpret financial statements	1.1.1	Relate the goals of financial management to the pursuit of maximizing wealth.
	1.1.2	Evaluate the sources of financing.
	1.1.3	Calculate and interpret financial ratios
1.1 Apply management knowledge and skills in a multi-disciplinary way using management concepts, models, theories, principles and research methods	1.2.1	Illustrate the process of functional integration in the pursuit of strategic objectives.
	1.2.2	Show the relationship between the organisation and management.
	1.2.3	Apply current management theory and principles to decision making
1.4 Recognise and evaluate ethical, legal and social considerations in complex business situations.	1.3.1	Develop the graduate's understanding of contemporary management issues and their application.
	1.3.2	Undertake both independent and directed research as related to business management.
	1.3.3	Explore and elaborate the complex relationship between business, government and society.

	1.3.4 Examine the importance of business ethics from an organizational perspective, and review its foundations
1.4 Demonstrate the leadership and motivational traits and qualities necessary to accomplish organizational goals.	<p>1.4.1 Integrate organisational culture, shared meaning and purpose through leadership skills and knowledge.</p> <p>1.4.2 Apply contemporary leadership practices to support the flow of strategic decision making within an organisation.</p> <p>1.4.3 Suggest ways of overcoming major leadership barriers and bridging leadership gaps in public and private institutions.</p> <p>1.4.4 Evaluate appropriate motivational strategies that can be used to enhance employee productivity.</p>
1.6 Use advanced procedures and techniques to procure appropriate resources from reputable suppliers for use in the organization	<p>1.5.1 Demonstrate the ability to make effective operations decisions.</p> <p>1.5.2 Describe and analyse the components in a supply chain.</p> <p>1.5.3 Identify and evaluate vendors for the purpose of securing resources for the business.</p> <p>1.5.4 Apply sound inventory management principles which reduce the total cost of ownership and improve organisational profitability</p>
1.6 Manage project operations in the Project Office	<p>1.6.1 Analyse the resources required for a project and produce a work plan and resource schedule.</p> <p>1.6.2 Draft project contracts using project office techniques.</p> <p>1.6.3 Produce and maintain project records that enhance transparency, efficiency and effectiveness.</p>

	1.6.4 Actively engage and manage project stakeholder expectations
1.7 Interpret data and present research findings on various issues concerning the business world and make realistic recommendations using different media at various fora.	<p>1.7.1 Use simple statistical tools and analyses to solve business-related problems.</p> <p>1.7.2 Interpret and Analyse business data for production, planning, forecasting and other decision-making functions in an organisation.</p> <p>1.7.3 Use quantitative methods and techniques to other management disciplines as part of implementing and monitoring strategic objectives</p> <p>1.7.4 Apply quantitative methods to Analyse business data for production, planning, forecasting and other organisational decision-making purposes</p>
1.8 Demonstrate in depth knowledge and insight of the economic and business environments.	<p>1.8.1 Analyse and interpret the results of an assessment of opportunities and threats in the external environment.</p> <p>1.8.2 Analyse and interpret the results of an assessment of the internal environment of an organisation in terms of its resources and competitive capabilities</p>
1.9 Implement alternative strategies that help to sustain and enhance organisational competitiveness.	<p>1.9.1 Suggest ways to build an organisation capable of good strategy execution and good strategic alignment</p> <p>1.9.2 Demonstrate the importance of leadership, culture and teamwork in strategy development and implementation</p> <p>1.9.3 Use the Balanced Scorecard to evaluate organisational performance</p>

QUALIFICATION STRUCTURE			
SECTION C			
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	English Language Skills	5	10
	Principles of Marketing	5	10
	End User Computing	5	10
	Principles of Human Resource Management	5	10
	Basic Economics	6	10
	Fundamentals of Project Management	6	10
	Entrepreneurship	7	15
	Microeconomics	7	15
	Human Resource Management	7	15
	Macroeconomics	7	15
	Marketing Management	7	15
	Industrial Relations	7	15
CORE COMPONENT Subjects / Units / Modules /Courses	Business Mathematics	6	10
	Accounting & Finance	6	10
	Fundamentals of Operations Management	6	10
	Principles of Management	6	10
	Business Communication	7	15
	Functional Areas of Management	7	15
	Financial Accounting	7	15
	Organisational Behaviour	7	15
	Business and Society	7	15
	Business Law	7	15

	Management Accounting	7	15
	Business Statistics	7	15
	Business Information Systems	7	15
	Organisational Culture & Managing Diversity	7	15
	Business Ethics	7	15
	Financial Management	7	15
	International Business	7	15
	Research Methods	7	15
	Operations Management	7	15
	Strategic Management	7	15
	Internship (Work Related Attachment).	7	40
	Research project	7	15
ELECTIVE COMPONENT Subjects / Units / Modules /Courses	Project Management	7	15
	Accounting and Financial Management	7	15
	Supply Chain Management	7	15
	Operational Risk Management	7	15

Rules of combinations, Credit distribution (where applicable):

Level 5 consists of 40 Credits

Level 6 consists of 60 Credits

Level 7 consists of 415 Credits

Total Credits = 515

The credit combination for this qualification is from 150 fundamental components, 335 core components and the remaining 30 is from elective components where candidates will choose any two.

Candidates are required to complete the pre-requisite modules in Business Management, Economics and Accounting to progress between semesters and years of study as tabulated below.

Core Module	Pre-requisite
Business Communication	English Language Skills
Financial Accounting	Accounting and Finance
Organisational Behaviour	Principles of Management
Management Accounting	Financial Accounting
Business Statistics	Business Mathematics
Business Information Systems	End User Computing

Financial Management	Financial Accounting
Research Methods	Business Statistics
Project Management	Fundamentals of Project Management
Accounting and Financial Management	Financial Management

ASSESSMENT AND MODERATION ARRANGEMENTS

Assessment strategies, requirements and weightings

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

Formative assessment

Formative assessment or continuous assessment contributing towards the award of credits will be based on qualification outcomes.

The assessment methods for this qualification are by:

1. Test and
2. Assignment.

The contributions to the final mark are as follows:

1. Test – 10%
2. Assignment - 40%

The contribution of formative assessment to the final grade is 50%

Summative assessment

Candidates will undergo assessment including written final examination for each module which contributes 50 % of the final mark for that module.

To pass a module, a final combined mark of 50% is required.

Internal moderation requirements

The following shall apply for both internal and external moderation in accordance with applicable policies and regulations:

6.1 Documentation

All necessary documents including: qualification document, alignment matrices, assessment instruments and Assessment criteria/rubrics should be available.

6.2 Pre-assessment Moderation

Before administering any assessments that contribute towards the award of credits, moderation must take place. This should entail but not limited to the following:

- ascertaining that the assessment strategy to be used is appropriate for the learning outcome to be assessed
- ascertaining that the assessment instrument adequately captures the learning outcomes against which assessment is to be carried out

- ascertaining whether the assessment tasks or questions can enable the assessor to collect sufficient evidence that is typical of relevant exit level descriptors.
- checking if the cover page contains all necessary information
- checking if the assessment instrument layout is appropriate and that wording of assessment tasks or questions is appropriate.
- checking if the assessment criteria or rubrics is consistent with the learning outcomes against which assessment is to be done.

6.3 Post-assessment Moderation

Moderators must verify that the assessment has been done in compliance with assessment principles. This should include the following:

- checking if all scripts have been assessed using the same criteria.
- verifying if assessment judgments and decisions have been done consistently and that principles such as validity, authenticity, currency and sufficiency have been considered.
- checking if calculation of marks has been done correctly
- checking if necessary records and reports have been completed.

6.4 Sampling Procedure for Moderation

The total number of scripts to be sampled depends on the total number of candidates. If the number of candidates is 20 or less, the moderator should go through all the papers. For more than 20 candidates, the sample shall be 30% of the total number of Scripts. The sample should be representative of the population of candidates in relation to performance, gender, etc.

6.5 Moderation reports

A moderation report shall capture, but not limited to the following:

- Sample size and sampling procedures
- observations about the performance of candidates
- consistency of assessment judgments and decisions
- assessment instruments and alignment to learning outcomes
- recommendations for improvement

RECOGNITION OF PRIOR LEARNING (if applicable)

Recognition of Prior Learning (RPL) shall be acceptable for academic admission purposes to ensure that applicants who possess skills acquired through life or work experience and non-formal education are catered for. The RPL assessment will focus on ways of evaluating a person's lifelong experiences (formal and informal) against a set of pre-determined criteria as detailed in our **RPL Policy**.

Candidates will 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 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 professional bodies.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

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

The qualification articulates horizontally with various local Bachelor of Commerce degrees and Bachelor of Business Administration degrees offered locally and internationally. Graduates may pursue these for the purposes of multiskilling and retooling.

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

- The Bachelor of Administration qualification provides vertical articulation with the BBA Honours degree and Post Graduate Diploma in Business Management at NCQF Level 8 and Master in Business Management at NCQF level 9

Employment

Graduates will have requisite competencies and attributes to work as:

- General Manager
- Business Strategist
- Entrepreneur
- Business Consultant
- International Business Practitioner
- Operations Manager
- Office Administrator
- Procurement Officer
- Project Administrators

QUALIFICATION AWARD AND CERTIFICATION

Minimum standards of achievement for the award of the qualification

A candidate is required to achieve the stipulated total credits of 515 inclusive of the fundamental, core and elective components, to be awarded the qualification.

Certification

Candidates meeting prescribed requirements will be awarded the qualification in accordance with standards prescribed for the award of the qualification and applicable policies.

REGIONAL AND INTERNATIONAL COMPARABILITY

The Bachelor in Business Administration is a well-known and widely available international qualification. It generally ranges from a three-year to a four-year qualification. Most of these qualifications are very flexible in their choice of modules or subjects, presumably because of the broad field of management that needs to be addressed to develop general business administration skills. Almost all of the BBA's that were researched cover most of the important functions of management.

Regionally, the Bachelor of Business Administration is compared with BBA's from:

University of South Africa(UNISA)

UNISA is the largest open distance learning institution in Africa and the longest standing dedicated distance education university in the world. It enrolls nearly one-third of all South African students. They

offer an unparalleled range of study choices, ranging from short courses and certificate programmes to three-and four-year degrees and diplomas, to over 400 000 current students. As one of the leading research institutions on the continent, their research efforts have won them numerous awards, recognitions and honours.

The BBA qualification offered by UNISA is wide-ranging in scope covering management, business administration and interdisciplinary content. At every level it varies from this BBA in that there is a compulsory component and elective component. It is a qualification pegged at NQF level 7. With its focus on management and administration, it is comparable to this BBA in its diversity of content.

Chartall Business College

The Chartall Business College Bachelor of Business Administration (BBA) qualification focuses on the management and administration of people, processes, practices, and systems (MAPPPS). It has been widely benchmarked with similar BBAs offered in other countries.

The Chartall Business College BBA has eight first year and eight second-year subjects. The third year is made up of a research project and four or five subjects depending on the area of specialization (financial services, employee wellness, property practice or small business management/general).

It varies from this BBA in that it takes three years whereas this one takes four years to complete. However, there are similarities in terms of focus on management and administration of people and the research project. There are also similarities in learning outcomes focusing on these areas.

IMM Graduate School of Marketing

The BBA in Marketing Management comprises compulsory modules and elective modules. The BBA in Marketing Management is offered at level 7 of the NQF (HEQF aligned) and consists of 400 credits. The BBA in Marketing Management can be completed within a minimum of three years of full-time study or within four years of part-time study.

The qualification varies from this BBA in that it has a marketing focus whereas this one is a BBA in its original form. This qualification takes four years of full time study with a total of 515 credits. There are similarities however in terms of business management, accounting and research components.

Internationally, the Bachelor of Business Administration is compared with BBA's from the following:

Southern Cross University (SCU) (Australia)

SCU is a public university and received the Royal Assent on 9th November 1993. The University was established 1st January 1994 and is known for its progressive and innovative degree programmes.

The SCU Bachelor of Business Administration is comparable in duration and in terms of mode of delivery: It is a three-year full-time (or equivalent part-time) course offered on-campus, by external mode or by a combination of both modes.

The qualification mix also shows very significant similarities to this qualification. For example, Development of human resources, interpersonal communication, group work, dealing with conflict, staff development and training, industrial relations, organisational communication, staff selection and performance management, managing change, supervision and teamwork, workplace learning, human resource

management, contemporary issues in accounting theory, management accounting, financial information for decision making, etc.

European University (EU) (European Union):

The EU is a cross-border European University recognised by the Ministry of Education, Culture and Science in The Netherlands, the Generalitat of Catalonia (Spain), the Ministry of Education, Portugal, and is United Nations Educational, Scientific and cultural Organisation (UNESCO) chair holder for entrepreneurship and international business management.

The EU BBA is comparable in terms of duration (three years). The qualification mix also shows very significant similarities to this qualification, for example: Foundations of Business Management; Writing Communication Skills; Principles of Accounting; Micro Economics; Business and Society; Oral Communication Skills; Intermediate Accounting; Elementary Statistics; Macro Economics; Business Finance I; Marketing Management; Human Resources Management; Cross-Cultural Business Issues; Financial Statement Analysis; Strategic Marketing; Consumer Behaviour; Marketing Research, and more.

Summary of Findings:

The BBA qualification exists in many forms and permutations. The qualifications tend to share three characteristics: They are:

- Degree qualifications that may be offered internationally as a three or four year qualification.
- Share common outcomes over the spectrum of management.
- Flexible qualifications that allow for subject choice.

The qualification will be reviewed after five years having run its full cycle. However, ad-hoc reviews will be done in line with environmental changes.

Other information – please add any supplementary information to help the application for this qualification for NCQF Registration.

Requirements for assessors and moderators

Qualification(s) required

- A minimum of Master's degree in a relevant field plus evidence of competence in assessment and moderation

Professional work experience required

- At least two years of academic experience plus work experience in a relevant field.

Professional registration and accreditation

Assessors and moderators must have valid registration and accreditation with all relevant bodies such as:

- Botswana Qualifications Authority (BQA)

Rules

Upon the recommendation of the Assessment, Verification and Certification Committee and the approval of the Academic Executive Committee, a qualification will not be awarded or conferred until:

1. All modules have been successfully completed and the qualification requirements have been met.
2. All other rules and qualification requirements have been met.
3. The qualification may not be awarded for early exit from the qualification.