

BQA NCQF Qualification Template

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Issue No.: 01

QUALIFICATION SPECIFICATION							SECTION A
QUALIFICATION DEVELOPER	BA ISAGO UNIVERSITY						
TITLE	Diploma in Entrepreneurship				NCQF LEVEL	06	
FIELD	Business, Commerce and Management Studies				SUB-FIELD	Entrepreneurship	
New qualification	✓	Review of existing qualification					
SUB-FRAMEWORK	General Education		TVET		Higher Education	✓	
QUALIFICATION TYPE	Certificate		Diploma	✓	Bachelor		
	Bachelor Honours		Master		Doctor		
CREDIT VALUE	314						
RATIONALE AND PURPOSE OF THE QUALIFICATION							
The Human Resources Development Council (HRDC) Top Occupations in Demand document (2016) identified Entrepreneurship as one of the Business and Financial Services Sector occupations in high demand at a national level. Inclusion of entrepreneurship in that priority list was informed by the country's national priorities as outlined in the Botswana VISION 2036. VISION 2036 states that development of the human capital and the informal sector and the micro and small enterprises (MSEs) are essential in achieving the VISION 2036 pillars, mainly Pillar 1 which calls for Sustainable Economic Development and Pillar 2 which emphasizes the need for Human and Social Development. The country's vision in respect of MSEs in particular is that Botswana will have a vibrant micro and small enterprise sector that contributes significantly to the economy, creating decent jobs and providing sustainable livelihoods for Batswana. Initiatives that support this sector could not be more relevant against a backdrop of youth unemployment levels hovering around 20% (VISION 2036, 2016). This justifies the need for training and qualifications in the field of Entrepreneurship. Furthermore, the Ministry of Education and Skills Development addressed the issue of skills deficiencies in the National Human Resource Development Strategy (2009), which stated that economic diversification was critically tied to having the right skills in place for the diversification to take place. The qualification has been pitched at Diploma level in order to provide such depth and breadth of training as would produce a competent entrepreneur with not just a wide knowledge and understanding of the various aspects of starting and managing a successful new venture, but the ability as well to practically apply such knowledge and understanding to real business situations. A certificate level qualification would not have enabled that to be effectively realised. The Botswana Government is fully committed to diversifying the economy by promoting and strengthening the private sector. The aim is to reduce the economy's dependence on minerals (diamonds) develop appropriate entrepreneurial skills and create more employment opportunities. The private sector can achieve							

maximum growth by increasing its pool of competent entrepreneurs who are able to identify and successfully exploit business opportunities in the economy. The Government has commendably put in place institutions such as Citizen Entrepreneurial Development Agency (CEDA), National Development Bank (NDB), Local Enterprise Authority (LEA), The Youth Grant Policy and Botswana Export Development and Investment Authority (BEDIA) to promote and support Botswana entrepreneurs to, vigorously, participate in local, regional and international markets.

The mere launch of business projects is definitely not enough. Projects must be put on a robust path of growth and sustainability. The entrepreneur can achieve this goal through acquisition of skills and knowledge in other areas like business management; economics and marketing.

The purpose of the Diploma in Entrepreneurship is thus to empower students with entrepreneurial skills and knowledge so that they may go into self-employment and create jobs for themselves and their employees. This qualification seeks to point the learner towards focusing their minds on being the employer as opposed to being the employee. The learners will gain knowledge and skills of starting a business venture, effectively run it, as well as sustaining the business venture.

ENTRY REQUIREMENTS (including access and inclusion)

Entry is NCQF Level 4 (Certificate IV). Candidates must have obtained at least four credits at BGCSE level or equivalent; including a pass in English language.

OR

Candidates must hold a NCQF level 5 Certificate in Entrepreneurship from a recognized institution.

OR

Candidates who do not have the minimum qualifications stated above, but have a minimum of three years relevant work experience, will be considered through a Recognition of Prior Learning (RPL) process.

QUALIFICATION SPECIFICATION B		SECTION
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA	
1. Apply entrepreneurial skills and processes.	1.1 Draw up a convincing business plan worthy of funding and capable of execution. 1.2 Identify appropriate sources of funding for small business ventures. 1.3 Articulate different criteria that determine eligibility for funding from various sources and institutions. 1.4 Structure a compelling proposal or motivation for funding. 1.5 Demonstrate the presentation of a compelling proposal or request for funding. 1.6 Record basic financial transactions in prime books of entry and post them to the appropriate ledgers. 1.7 Design executable operational plans for the various functional areas to support the overall business plan of a real venture. 1.8 Suggest creative solutions to given real or hypothetical entrepreneurial problems and challenges.	
2. Articulate the roles and functions of an entrepreneur.	2.1 Illustrate with reference to practical examples, the roles of an entrepreneur. 2.2 Articulate with reference to existing entrepreneurial examples, the key characteristics and managerial success factors of entrepreneurs. 2.3 Relate the entrepreneurial process to real world examples.	
3. Demonstrate an in-depth knowledge of the principles of marketing.	3.1 Relate the key marketing concepts to each other within the framework of the marketing process. 3.2 Detail the key components and stages of the marketing process.	

	3.3 Choose appropriate segmentation, targeting and positioning strategies for given marketing situations. 3.4 Illustrate with practical examples, the process of crafting an integrated marketing program. 3.5 Develop a coherent marketing plan for a given organisation/product/brand.
4. Develop a holistic view of the different functions of an enterprise.	4.1 Articulate the place, purpose and objectives of an enterprise within the wider economic and social contexts. 4.2 Describe the basic operations of a business organisation and show how these create value. 4.3 Analyse the respective contributions and interdependencies of the core functional areas of business management.
5. Analyse the basic principles of business management	5.1 Describe the basic management principles and functions. 5.2 Describe how the external environment creates opportunities and threats for a business. 5.3 Distinguish management and leadership and consider their combined contribution to entrepreneurial success.
6. Demonstrate an in-depth knowledge of small business enterprises (SMMEs)	6.1 Categorise the various SMMEs according to Botswana's systems and criteria. 6.2 Relate SMMEs to the country's national priorities and key strategic developmental plans. 6.3 Consider the various factors involved in planning, locating, starting and running a SMME. 6.4 Distinguish the various routes for starting an entrepreneurial venture. 6.5 Articulate the different roles and functions of key players and initiatives in developing small business,

	including CEDA, NDB, LEA, The Youth Grant Policy and BEDIA.
7. Apply cost and management accounting principles to business decision making	7.1 Select and develop appropriate budgets for effective resource planning. 7.2 Categorise the major types of costs according to their behaviour. 7.3 Perform basic computations for cost allocation using different approaches. 7.4 Prioritise investment options according to different capital budgeting methods 7.5 Perform cost control calculations using selected techniques, including variance analysis. 7.6 Select appropriate courses of action given available cost information.
8. Interpret the internal entrepreneurial environment of a business organisation	8.1 Analyse the different types of corporate entrepreneurship (intrapreneurship) 8.2 Distinguish between intrapreneurship and entrepreneurship 8.3 Describe the process and criteria for measuring entrepreneurship inside organisations. 8.4 Develop a strategy for implementing intrapreneurship in an organisation.
9. Demonstrate knowledge of the different objectives that exist in a business and sensitivity to the different stakeholder perspectives	9.1 Prioritise the basic objectives of different forms of business organisation. 9.2 Classify the various stakeholder groups of a typical business organisation in terms of different criteria. 9.3 Relate the different business objectives to different stakeholder groups, clearly articulating their key claims and expectations. 9.4 Analyse the role of corporate governance, corporate social responsibility and business ethics in

	resolving the conflictual interests of various stakeholder groups.
10. Demonstrate an ability to make appropriate talent acquisition, utilization, development and management of decisions to ensure business success.	10.1 Develop for a real organisation, a human resources plan reflecting awareness and understanding of current issues and challenges in the field of human resource management. 10.2 Implement appropriate approaches, methods and techniques for recruitment, selection, deployment, performance appraisal, training, job evaluation, and reward of employees in given real or hypothetical situations. 10.3 Apply human resources skills to develop, nurture and retain key staff for the organization. 10.4 Able to mentor staff to promote entrepreneurial spirit.
11. Demonstrate knowledge of basic economic principles.	11.1 Articulate basic economic concepts 11.2 Link the economic concepts of scarcity, choice and opportunity cost. 11.3 Relate the basic economic problems of what, how much and for whom to produce, to different economic systems. 11.4 Describe how basic economic principles affect the entrepreneurial process. 11.5 Explain by reference to utility theory, how consumers distribute limited income. 12.6 Illustrate how firms in different market structures can determine price and output, both in the short and long run period. 12.7 Illustrate how costs, revenue, elasticity of demand and supply and government policies can affect production. 11.8 Analyse the general and Botswana-specific causes and effects of fundamental macro-economic

	problems, including inflation, unemployment, uneven income distribution, negative economic growth. 11.9 Propose realistic policy measures for the macro-economic challenges faced by Botswana 11.10 Use international trade theories to show why Botswana should engage in international trade. 11.11 Analyse the factors that determine economic growth and development or otherwise of Botswana.

QUALIFICATION STRUCTURE			
			SECTION C
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	Foundation in Accounting (FAC0104)	5	10
	Foundation in Business Management (FBM0105)	5	10
	Foundation in Communication Skills (FCS0101)	5	10
	Foundation in Economics (FEC0103)	5	10
	Foundation in Quantitative Methods (FQM0102)	5	10
CORE COMPONENT Subjects / Units / Modules /Courses	Entrepreneurship 1 (DEN1101)	6	12
	Principles of Marketing (DMK1101)	6	12
	Business Communication (DHR1102)	6	12
	Accounting Concepts, Principles and Procedures (DAC1102)	6	12
	Micro Economics (DBF1101)	6	12
	Computing & Information (DRM1201)	6	12
	Commercial Law (DHR1201))	6	12
	Intrapreneurship (DEN1202)	6	12
	Business Planning (DEN1203)	6	12
	Human Resources Management (DHR1205)	6	12
	Macro Economics (DBF1201)	6	12
	Industrial Attachment (IDA0000)	7	60
	Corporate Strategy & Planning (DRM2203)	7	12

	Managing Growth in the Small Business (DEN2201)	7	12
	Globalisation and International Business (DEN2202)	7	12
	The Business Plan (Project) (DEN2203)	7	12
	Business Ethics (DRM2206)	7	12
	Public Relations (DMK1204)	7	12
	Advertising (DMK1205)	7	12
ELECTIVE COMPONENT Subjects / Units / Modules /Courses			
Rules of combinations, Credit distribution (where applicable):			
Level 5 consists of 50 Credits			
Level 6 consists of 132 Credits			
Level 7 consists of 132 Credits			

ASSESSMENT AND MODERATION ARRANGEMENTS

Internal moderation requirements

- i. All assessment instruments should be internally moderated before administration
- ii. The preparation of the moderation should be accompanied by the Assessment Matrix
- iii. A Sample of 10% of the total scripts or 15 scripts whichever is less will be moderated
- iv. Reports and associated documents to be in place for external moderation should include but not be limited to:
 - Qualification Document
 - Assessment Instrument
 - Assessment design and alignment matrix
 - Marking key
 - Internal Moderation report
 - List of candidates and scores attained (Module – wise report)
 - Examination Attendance register

External moderation requirements

External moderation is a final check, by external subject experts, that the examination and marking is at the right standard for the type and level of the qualification. External moderation exercise may lead to a decision to change marks. Each sub-field will have a Substantive External Examiner.

Assessment

All assessments which are leading to the award of the qualification should be based on learning outcomes and associated assessment criteria.

i. Formative assessment

The weightings for the Formative Assessment component which contributes to the awarding of credits is to be weighted as follows:

- 2 Assignments - 13%

- Test -14%
- Mid-Term Mock Examinations - 13%

The weighting of formative assessment is 40 % of the Final assessment mark.

ii. Summative assessment

- Final examinations

The weighting of summative assessment is 60 % of the Final assessment mark.

RECOGNITION OF PRIOR LEARNING (if applicable)

Recognition of Prior Learning (RPL) is a form of assessment for eligibility into the qualification. It allows recognition of skills and knowledge acquired through informal learning such as work or life experience. RPL is granted where the candidate is able to provide sufficient evidence of their competence in a module as determined by the appointed RPL Assessor.

Candidates wishing to apply for RPL assessment submit their applications three months prior to the commencement of the qualification they seek to enroll in. All prospective students will complete an application form and attach all required evidence, in the form of following:

- In-house training certificates
- Examples of work produced
- Workplace reference
- Statement of duties
- Project Work
- Newspaper cuttings of achievements
- Minutes of meetings attended or conducted
- Documents showing organizing/supervisory skills
- Awards, commendations, certificates of merit

The Assessor will review all evidence presented and will match that evidence against the Performance Criteria stated in the Unit of Competency. The Assessor may find it necessary to ask questions about the evidence or ask the candidate to perform an activity or undergo a test to provide evidence where there are gaps between what has been provided and what is required.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Learning Pathways

- B.Com in Entrepreneurship
- B.Com in Marketing Management
- B.Com in Entrepreneurship and Business Management
- B.Com in Business Management
- B.Com in Business Administration
- Diploma in Business Management
- Diploma in Marketing Management
- Diploma in Entrepreneurship and Business Management

Employment Pathways

- Business Consultant
- Research and Development advisor
- Business Reporter

• Business Advisor
QUALIFICATION AWARD AND CERTIFICATION
Candidates meeting prescribed requirements will be awarded the qualification in accordance with standards prescribed for the award of the qualification and applicable policies. The candidates should have met the minimum credit requirements for the award of the qualification.
REGIONAL AND INTERNATIONAL COMPARABILITY
The qualification compares well with the following institutions: a) University of South Africa (UNISA): National Diploma in Entrepreneurship. 360 credits at NQF Level 06. Fundamentally, this programme aims to produce a graduate who can individually manage and develop an SMME and a section of a department in an existing SMME and share expert knowledge. Through application of principles of marketing, this programme puts emphasis on developing skills and competencies in services related to the marketing, leasing and administration of commercial and industrial properties and the management of an estate agency and production in general. The learners who complete this diploma can progress either vertically or horizontally. Horizontally they can enrol for various management diplomas like the National Diploma in Management or National Diploma in Marketing. Vertically the learners can enrol for the Bachelor of Commerce degree in Entrepreneurship programme. They can also enrol for the Bachelor of Commerce degree in Business Administration programme. Upon completion of this program; learners can become fully fledged entrepreneurs. They can also work as small business managers. They may even work as business advisors or business consultants. b) Durban University of Technology: National Diploma in Entrepreneurship. 360 credits at NQF Level 06. In terms of exit level outcomes, the programme puts overarching emphasis on developing in the graduate a holistic overview and understanding of the establishment and functioning of an enterprise in order to ensure organizational effectiveness. The key supporting knowledge, competencies and skills included in the programme are in the areas of industrial relations and industrial law, cost and management accounting and administrative work. The learners who complete this diploma can progress either vertically or horizontally. Horizontally they can enrol for various management diplomas like Diploma in Management or Diploma in Marketing. Vertically the learners can enrol for the B. Com in Entrepreneurship programme. They can also enrol for the B. Com in Business Administration program. Upon completion and award of this qualification, learners can become fully-fledged entrepreneurs. They can also work as small business managers. They may even work as business advisors or business consultants. c) Association of Business Executives (ABE) Level 4 Diploma in Business Start-up and Entrepreneurship, 48 credits The qualification will give the learner a theoretical understanding of concepts in the field of entrepreneurship. It will equip the learner to find employment in general business, to consider whether

to start their own business or to continue their professional or academic studies in a related area. The four core units to be completed for award of the qualification are Introduction to Marketing, Business Plan for Enterprise Start-up, Enterprise Start-up and Understanding Entrepreneurship. Those who complete the qualification can proceed to university with it, specifically, to the second year of a bachelor's degree.

Comparability with other Qualifications

This qualification compares well with the qualifications indicated in the following respects. Firstly, the exit level outcomes for all three programmes were developed in line with exit outcome descriptors for level six. Secondly, all three programmes seek to achieve a combination of knowledge (as business consultants and advisers) and practical skills (as entrepreneurs) in the graduate. The content in the respective programmes also leads to similar vertical and horizontal articulation routes.

However, unlike this qualification, which is more broad-based and generic, the UNISA programme leans more towards real estate, while the Durban University one stresses the operational and administrative aspects of running a small business.

The key strength of this Diploma in Entrepreneurship is its wide coverage of business-relevant aspects like economics, general business management, human resources management and cost and management accounting, as well as intrapreneurship. Presumably, that dimension should ensure the programme produces a well-rounded entrepreneur who has a balanced understanding of how not just small business, but business in general, works.

Internationally, the ABE Level 4 Diploma in Business Start-up and Entrepreneurship carries fewer credits but is more intensive and narrower, focusing on four compulsory units, each worth 12 credits. However, as indicated, its depth of coverage prepares the learner for the same vertical articulation as this qualification and the other regional qualifications.

REVIEW PERIOD

This qualification will be reviewed in a period of 5 years upon registration.