

BQA NCQF QUALIFICATION TEMPLATE

SECTION A: QUALIFICATION DETAILS													
QUALIFICATION DEVELOPER (S)	Gaborone Institute of Professional Studies												
TITLE	Bachelor of Business Administration in Business Management							NCQF LEVEL	7				
STRANDS (where applicable)	N/A												
FIELD	Business, Commerce and Management Studies			SUB-FIELD	Management Studies			CREDIT VALUE	480				
<i>New Qualification</i>						<i>Review of existing Qualification</i>						✓	
SUB-FRAMEWORK	<i>General Education</i>				<i>TVET</i>				<i>Higher Education</i>				✓
QUALIFICATION TYPE	Certificate	I	II	III	IV	V	Diploma	Bachelor	✓				
<i>Bachelor Honours</i>		<i>Post Graduate Certificate</i>				<i>Post Graduate Diploma</i>							
<i>Masters</i>						<i>Doctorate/ PhD</i>							
RATIONALE AND PURPOSE OF THE QUALIFICATION													
<p>RATIONALE:</p> <p>The Bachelor of Business Administration in Business Management is designed to provide learners with integrated knowledge and equip them with business management skills. Business management is widely viewed as a key role player in economic development and the well-being of society (NDP11). It introduces innovation, speeds up changes in the economy, introduces new competition and contributes to job creation and national competitiveness (Global Entrepreneurship Monitor Report, 2013). This qualification also aims to enable the establishment of a learning pathway for learners who want to advance their careers at higher levels. This qualification is also designed to provide an overview of Business management practice in a national and international context and develop</p>													

conceptual understanding, synthesis and application of management techniques, theories and practices.

Business management is crucial to local economic growth, employment creation and innovation (NDP 11). Botswana has a high unemployment rate at just fewer than 40% of the active population (HRDC: 2013). Furthermore, Botswana has one of the lowest business ownership levels in the world, at just over 2% of the population. Only 7 out of 10,000 Botswana are categorised as business owners (STAT: 2016) compared to 50/10 out of 000 in many economies (New Zealand boasts 76 high-growth businesses per 10,000 citizens). If the Botswana society is to truly transform sustainably, the vast majority would require decent employment. Business management creates new jobs and generates wealth, thus it is one of the central solutions to this challenge. Research has shown that people with higher education have a higher probability of success as business people.

Investing in education is critical to economic and social development in Africa, especially in providing individuals with greater opportunities for personal and collective advancement. The Education White Paper as published in the Government Gazette (15 August 1997) is very clear concerning the importance of training effective managers, especially with the view of addressing the imbalances of the past, the following is one of several similar quotes from the document: " Holders of this qualification may be responsible for managing people, resources, and/or projects, including the management of human resources, public relations, advertising, promotions, portfolios, projects (Top Universities, 2018). The flexible structure of the qualification enables individuals and organisations to select outcomes that meet the diverse and contexts required by a wide range of industries and the public sector.

PURPOSE: (itemise exit level outcomes)

The purpose of the qualification is to produce graduates with specialised knowledge, skills and competences to:

1. Demonstrate effective communication skills and appropriate use of technology to enhance practice within a business organisation.
2. Formulate, implement and monitor business plans on entrepreneurship and development of small and medium-sized business enterprises projects.
3. Identify opportunities and threats in a business environment to create a competitive advantage for the business entity and make decisions regarding the optimisation of scarce resources.
4. Apply critical thinking and leadership skills of core business management principles and application to effective practice within a business organisation.

5. Exhibit analytical and problem-solving techniques to a variety of contexts within business and management.

6. Apply research skills, through problem identification, data collection, data analysis and interpretation of results.

MINIMUM ENTRY REQUIREMENTS (including access and inclusion)

Provision for entry through recognition of learning will be done in accordance with institutional policies and guidelines which are aligned to BQA standards.

- NCQF level 4, Certificate IV (General Education or TVET)
- Students who do not meet the minimum admission requirements, could apply for admission based on recognition of prior learning (RPL).

SECTION B		QUALIFICATION SPECIFICATION	
GRADUATE PROFILE (LEARNING OUTCOMES)		ASSESSMENT CRITERIA	
<p>1. Apply effective communication styles, skills and technologies in oral and written communication with different audiences in the field of small business management.</p>	<p>1.1 Utilise effective communication skills in coordinating work related tasks in the business environment.</p> <p>1.2 Communicate ideas and information pertaining to business management in a professional manner.</p> <p>1.3 Present persuasive arguments that are grounded in a critical theoretical and practical context.</p> <p>1.4 Use oral communication style to conduct presentations in an organisation.</p> <p>1.5. Communicate research findings effectively both orally and in writing to stakeholders.</p>		

	<p>3.1.7. Utilise appropriate application software to communicate information internally and externally.</p>
<p>2. Formulate management decisions in line with achieving organisational goals.</p>	<p>2.1 Justify the use of resources in the business decision-making process.</p> <p>2.2. Use contemporary leadership practices to support the flow of strategic decision making within an organization</p> <p>2.3. Develop and implement strategies that help to achieve organisational goals.</p> <p>2.4. Manage and implement business activities using suitable techniques and procedures.</p>
<p>3. Conduct research with the aim of solving problems in a business environment.</p>	<p>3.1 Use appropriate research methods to measure validity and reliability.</p> <p>3.2 Ensure consistency and linearity between research ideas, objectives, questions, design and research methods.</p> <p>3.3 Collect and analyse both primary and secondary data from the business environment to enhance evidence-based decision making.</p> <p>3.4 Assess different research design methodologies and their respective suitability to achieve study objectives.</p> <p>3.5. Use a research design that is consistent with research objectives and questions.</p> <p>3.6 Compile a report to communicate research findings to relevant stakeholders.</p> <p>3.6 Present research findings and make recommendations to solve research problems.</p>

<p>4. Analyse the political, social and economic factors in the external environments within which business is practiced.</p>	<p>4.1 Address key stakeholders within the political, and socio–economic society on business related matters.</p> <p>4.2 Analyse potential business context in the market analysis and consumption studies.</p> <p>4.3 Interpret results of an assessment of opportunities and threats in the external environment.</p> <p>4.4 Evaluate results of an assessment of the internal environment of an organisation in terms of its resources and competitive capabilities.</p>
<p>5. Apply the appropriate tools and techniques to solve complex and unpredictable problems in fields related to business management.</p>	<p>5.1. Solve complex problems and risks that affect enterprises and small business management.</p> <p>5.2. Develop standards and values for solving business and entrepreneurial challenges and risks.</p> <p>5.3 Adhere to ethical professional practice principles when solving challenges faced.</p>
<p>6. Analyse financial information and interpret financial statements, exhibiting knowledge of principles and procedures.</p>	<p>6.1 Prepare a financial statement in accordance with accounting procedures and principles.</p> <p>6.2 Interpret financial statements, showing evidence of sound principles and critical judgement.</p> <p>6.3 Assess financial situations to determine the appropriate financing structure of a business.</p> <p>6.4 Collect financial data and generate report for financial decision making.</p>

	<p>6.5 Assess the operations of financial markets and institutions and write a financial report.</p>
<p>7. Apply general business strategies and principles to solve situations within the parameters of the business environment.</p>	<p>7.1 Develop strategies which optimise operational flow and increase productivity.</p> <p>7.2 Devise strategies for dealing with problems identified within the business environment.</p> <p>7.3 Use business disciplines and principles to solve situations within the parameters of the business.</p> <p>7.4 Formulate and implement monitoring plans for the operational strategy.</p> <p>7.5 Solve concrete and abstract problems of individual disciplines in the business, commerce and management.</p> <p>7.6 Develop and execute plans to supervise people and monitor day to day operation.</p>
<p>8. Analyse forecasting techniques and approaches to manage supply of materials and services to organisations.</p>	<p>8.1 Use forecasting techniques to optimise operational and distribution plans and activities.</p> <p>8.2 Develop supplier and strategic alliances partnerships.</p> <p>8.3 Evaluate the importance of customer relations in the supply chain management approach.</p> <p>8.4 Implement business process integration in supply chain management.</p>
<p>9. Calculate corporate tax returns in accordance with the Botswana policy for taxation in the business environment.</p>	<p>9.1. Calculate tax returns for the business in accordance with tax law.</p>

	<p>9.2. Assess a company that is having tax refund or tax payable.</p> <p>9.3 Prepare the tax payee’s list using the tax table.</p> <p>9.4 Advice clients on importance of paying tax in the business environment.</p>
<p>10. Analyse resources required to plan, execute and monitor business projects operations.</p>	<p>10.1. Organise resources required for a project an</p> <p>10.2 Produce a work plan and resource schedule for a business project.</p> <p>10.3 Draft project contracts using project office techniques.</p> <p>10.4 Produce and maintain project records that enhance transparency, efficiency and effectiveness.</p> <p>10.5 Engage and manage project stakeholder expectations.</p>
<p>11. Apply general legal framework and specific legal principles relating to business formation, operation and compliance to the rules and regulations prevailing in the business environment.</p>	<p>11.1 Interpret legal principles and legislative requirements in the business environment to stakeholders.</p> <p>11.2 Comply with requirements that are applicable to relevant business legislation.</p> <p>11.3 Use concepts, principles and practices of legal aspects in the business and operational environments.</p> <p>11.4 Interpret the law relating to commercial credit and security and business associations</p>

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<p>12. Use leadership and motivational skills to accomplish business goals.</p>	<p>12.1 Integrate organisational culture, shared meaning and purpose through leadership skills and knowledge.</p> <p>12.2 Support the flow of strategic decision making within an organisation through use of contemporary leadership practices.</p> <p>12.3 Suggest ways of overcoming major leadership barriers and bridging leadership gaps in public and private institutions.</p> <p>12.4 Evaluate motivational strategies that can be used to enhance employee productivity.</p>
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SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total Credits
		Level [5]	Level [6]	Level [7]	
		FUNDAMENTAL COMPONENT <i>Subjects/ Courses/ Modules/Units</i>	Business Communication	9	
Principles of Business Management	9				9
Statistics for Business	9				9
Introduction to Computing and Information Processing	9				9
Principles of Marketing	9				9

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	Principles of Human Resources Management	9			9
	Organisational Behaviour	9			9
	Principles of Accounting	9			9
	Principles of Economics		10		10
CORE COMPONENT <i>Subjects/Courses/Modules/Units</i>	Business Environment		10		10
	Entrepreneurship		10		10
	Research Methodology		15		15
	Management Accounting		15		15
	Business Law		10		12
	Consumer Behaviour		10		10
	Supply Chain Management		10		10
	Botswana Corporate Taxation		10		10
	International Business			15	15
	Management Information Systems			12	12
	Project Management			15	15
	People Management in Organisation			15	15

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	Business leadership			12	12
	Corporate Governance			15	15
	E-Business and E-Commerce			12	12
	International Business Operation			12	12
	Operations Management			15	15
	Strategic Marketing Management			15	15
	Strategic Management			15	15
	Corporate Strategy			15	15
	Dissertation			60	60
	Industrial Attachment			40	40
STRANDS/ SPECIALIZATION	Subjects/ Courses/ Modules/Units	Credits Per Relevant NCQF Level			Total Credits
		Level []	Level []	Level []	
1.					
2.					
Electives	Strategic Information Systems Management			10	10

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Choose any 4	Business Information System			10	10
	Customer Relationship Management			10	10
	Quality Management			10	10
	Change Management			10	10

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SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL

TOTAL CREDITS PER NCQF LEVEL

NCQF Level	Credit Value
Level 5	72
Level 6	100
Level 7	308
TOTAL CREDITS	480

Rules of Combination:

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

The qualification consists of 490 credits distributed as follows

Level and Credits	Fundamental	Core	Elective
Level 5.... 72 credits	72		
Level 6.... 100 credits	10	90	
Level 7.....308 credits		268	40
Total Credits- 480	82	358	40

ASSESSMENT ARRANGEMENTS

There shall be both formative and summative assessments of which will each contribute 50% towards the final mark or grade.

All assessors should be registered by Botswana Qualifications Authority

MODERATION ARRANGEMENTS

Moderation

There will be provision for internal and external moderation for the assessments as a quality assurance measure. All moderators should be registered and accredited by Botswana Qualification Authority.

RECOGNITION OF PRIOR LEARNING

There will be provision for the award of credits towards the qualification through Recognition of Prior Learning (RPL) in accordance with ETP and national policies on RPL.

CREDIT ACCUMULATION AND TRANSFER

There will be provision for the award of the qualification through Credit Accumulation and Transfer (CAT) in accordance with ETPs' and national policies on CAT.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Vertical Articulation

1. Bachelor of Commerce (Honours) in Business Management
2. Bachelor of Commerce (Honours) in Entrepreneurship
3. Bachelor of Business Administration

Horizontal Articulation

1. Master of Business Management,
2. Master of Strategic Management
3. Master of Business Administration

Employment Pathways:

- General Office Manager
- Business Consultant
- Business Strategist
- Business Process Specialist.
- Business Management Analyst
- Entrepreneur
- Operations Manager
- Human Resource Manager

QUALIFICATION AWARD AND CERTIFICATION

Minimum standards of achievement for the award of the qualification

Learners must complete 4 years of study in the programme to graduate and attain a minimum of 480 credits.

Certification

The learner will be awarded Qualification Certificate and transcript in Bachelor of Business Administration in Business Management after attaining the required 480 credits.

SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY

This qualification was benchmarked with Bachelor of Arts in Business Management offered by University of Leeds, United Kingdom and Bachelor of Commerce in Business Management, offered by University of South Africa, South Africa.

Similarities

- **Learning/Exit outcomes:** Even though the titles of the qualifications differ a bit with that of the proposed one, both qualifications indicate that their aim is to equip the graduates with knowledge, techniques and management skills in the wider business environment domain with the aim of utilising management functions, business procedures and principles required to lead just like the proposed qualification.

- **Qualification Framework Level:** A significant similarity is found in the NQF level. Bachelor of commerce in Business management and the proposed qualification have the same level 7 standard. Regionally, the NQF levels are the same whereas it is notable that Bachelor of Arts in Business management offered by Leeds University is at Level 6, which is an equivalence of the NCQF Level 7.
- **Modules/Domains/Courses:** Both qualifications domains/modules/Courses compare well with our proposed qualification in that they all focused on business management disciplines with emphasis on the business environment, Production and Operation management and Marketing management which develop competencies in general management practices and entrepreneurial skills.

Differences

- **Credit Value:** The benched marked qualifications and the proposed qualifications differ in credit value in that, the credit value for Bachelor of Commerce in Business Management is 360 whereas Bachelor of Art in Business Management is 300. The proposed qualification is 480 credits. The notable difference is the proposed qualification has 32 modules to offer, whereas the benched marked qualifications have 20 and 28 modules respectively.
- **Titles of Qualification:** Both benched marked qualifications titles are different in their disciplines to the proposed qualification title. The principal difference is that, the benched marked qualifications emphasised more on Bachelor degree in the Commerce and Humanities disciplines respectively whilst the proposed qualification focus more on Business Administration competences. Hence, holding the titles of Bachelor of Commerce, Arts and business administration in Business Management.
- **Duration:** The proposed qualification takes a minimum of 4 years to complete. On the contrary, the two benched mark qualifications take a three-year degree to complete. This is because the proposed qualification entry level is lower than those of the benchmarked qualifications whose entry levels are at an equivalence of NCQF Level 5.

The proposed qualification compares well with the bench marked qualifications in that they exhibit similarities and distinctions in the pathways. Employment and Learning Pathways are comparable with the proposed qualification in that, all the qualifications examined generally follow similar

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employment pathways in Business Analyst, General Manager and Human resource manager. In addition, the proposed qualification has similar progression pathways with both qualifications examined to pursue Bachelor of Commerce in Business management, Master of Business Administration and other related qualifications.

On the other hand, the qualification pathways examined differences, though not significant, in that, the employments pathways for both benched marked qualifications are more focused with consultancy and procurement managers while the proposed qualification is more flexible and offers a wide scope of employment opportunities to graduates. There are no notable education pathways differences.

The proposed qualification therefore compares well with the qualifications that has been bench marked with.

The proposed qualification compares well with the qualifications that has been bench marked with.

REVIEW PERIOD

This Qualification will be reviewed every (5) years.

For Official Use Only:

CODE (ID)			
REGISTRATION STATUS	BQA DECISION NO.	REGISTRATION START DATE	REGISTRATION END DATE
LAST DATE FOR ENROLMENT		LAST DATE FOR ACHIEVEMENT	
REVISION DATE:		NAME OF PROFESSIONAL BODIES/REGULATORY	