

**BQA NCQF Qualification Template**

DNCQF.FDMD.GD03

Issue No.: 01

QUALIFICATION SPECIFICATION							
SECTION A							
<b>QUALIFICATION DEVELOPER</b>		Management College of Southern Africa (MANCOSA)					
<b>TITLE</b>	Post Graduate Diploma In Business Management					<b>NCQF LEVEL</b>	<b>8</b>
<b>FIELD</b>	Business, Commerce and Management Studies			<b>SUB-FIELD</b>		Management	
<b>New qualification</b>		✓	<b>Review of Existing Qualification</b>				
<b>SUB-FRAMEWORK</b>		General Education		TVET		Higher Education	✓
<b>QUALIFICATION TYPE</b>		Certificate		Diploma		Bachelor	
		Bachelor Honours / Post Graduate Diploma	✓	Master		Doctor	
<b>CREDIT VALUE</b>						<b>120</b>	
RATIONALE AND PURPOSE OF THE QUALIFICATION							
<p><b>Rationale:</b></p> <p>The research which was conducted by Human Resource Development Council for the Top 20 Occupations in High Demand indicated that Botswana is currently experiencing a shortage of people with entrepreneurship skills, as well as business incubators and innovators in the Business and Financial Services sector (HRDC, December, 2016:27). The report also highlighted that there was huge shortage of, among others, relationship managers and business intelligence people in the Business and Financial Services sector. The report further indicated that there was a shortage of skills in business strategy and planning, business change implementation, business change management, supply chain management and skills management.</p> <p>The Post Graduate Diploma in Business Management will specifically provide learners with specific skills in human resource management, marketing management, accounting and financial management, entrepreneurship and strategic management among other modules.</p> <p>The introduction of a Post Graduate Diploma in Business Management aims to meet broader requirements and needs for Managers, Assistant managers, executives, Owners of small and medium-sized businesses, and Directors of functional areas. It is therefore, envisaged that the Post Graduate Diploma in Business Management qualification will more effectively develop business managers.</p>							

**Purpose:**

The purpose of the Post Graduate Diploma in Business Management is to produce graduates with effective business management competencies.

The graduates of this qualification will be capable of:

- Making business decisions using quantitative methodologies, technology and specialised knowledge in business management.
- Conducting advanced reflection on specialised practices and methods in order to contribute towards the extension of knowledge in business management.
- Analysing the integrated management of resources and processes in a business context.
- Analysing the socio-economic challenges of different environments, including Botswana and Southern Africa.

**ENTRY REQUIREMENTS (including access and inclusion)**

- NCQF Level 7 or equivalent in a similar discipline; or
- NCQF Level 7 or equivalent in an unrelated discipline, with a minimum of two years of appropriate work experience.

**QUALIFICATION SPECIFICATION**

SECTION B	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
1. Apply advanced management concepts, principles and theories in a variety of organizational settings.	<p>1.1 Relate structure, context and communication patterns to organisations to the development of social and intellectual capital;</p> <p>1.2 Link the theories of organisational leadership to systems and organisational learning;</p> <p>1.3 Assess the requirements for making decisions related to each part of the operations function</p> <p>1.4 Make effective managerial decisions in order to ensure that effective utilisation of resources is achieved.</p>
2. Develop a multi-disciplinary and global view of business operations, problems, situations and solutions.	<p>2.1 Discuss the tasks and strategic perspectives that encompass operations management;</p> <p>2.2 Make effective managerial decisions in order to ensure that effective utilisation of resources is achieved</p> <p>2.3 Apply language effectively to convey ideas and insights intelligibly.</p> <p>2.4 Evaluate, interpret and generate information from a variety of sources.</p> <p>2.5 Conceptualise the ramifications of accounting and economic policy and business decisions in a language that is accessible to the public and various stakeholders in the business community.</p>
3. Evaluate the challenges and opportunities that are created by the cultural and ethnic diversity in Botswana and Southern Africa at large.	<p>3.1 Demonstrate how the social, economic, political, technological and ecological dimensions of internal and external environments create a moral and social context for business decision making;</p> <p>3.2 Apply personal values and ethical principles as a basis for identifying, analysing and managing ethical issues in contemporary business settings;</p> <p>3.3 Analyse the influence of critical stakeholders on business operations, and to apply principles of stakeholder management to contemporary issues in business practice;</p> <p>3.4 Understand the legal, ethical, and social responsibilities of business toward their members, their customer, and the natural environment;</p> <p>3.5 Solve contemporary ethical and social issues in the business, economics or public..</p>
4. Develop and support the implementation of a strategic perspective with respect to organizational decision-making	<p>4.1 Describe the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations;</p> <p>4.2 Distinguish between the different levels of strategy and strategic approaches in organizations;</p>

	<p>4.3 Critically evaluate the organisational quest for competitive position and the need to create value for its many stakeholders;</p> <p>4.4 Evaluate and assess the need for organizational strategic change and transformation.</p>
5. Apply technology to business functions and an integrated e-business economy.	<p>5.1 Use effectively communication and information technology (CIT), using appropriate media for both specialist and non-specialist functions and audiences;</p> <p>5.2 Reflect on your own performance in approaching technology management problems and forming solutions; and</p> <p>5.3 Perform effectively within a team environment and be able to recognise and utilise individuals' contributions in group processes; perform team selection, delegation, development and management.</p> <p>5.4 Work with others to develop solutions in response to a technology management problem.</p> <p>5.5 Develop problem-solving skills and apply them independently to professional or equivalent level tasks;</p>
6. Analyse and evaluate the effectiveness of the financial implications on business decisions.	<p>6.1 Evaluate and apply theories that underlie current thinking in accounting, finance and investment in practical situations;</p> <p>6.2 Analyse, synthesise and evaluate the impact of globalisation on financial reporting, investment and management and financial accounting;</p> <p>6.3 Evaluate the relevance of global economic, social, regulatory and political factors affect the accounting and finance context; and</p> <p>6.4 Describe the role of accounting information within the capital markets and the impact, which financial statements have on investment decisions.</p>
7. Generate potential strategic solutions to business problems, through the application of appropriate research methodologies and the scientific collection and analysis of literature and data.	<p>7.1 Appreciate the role of analytical and research methods in the systematic study of organisational problems and issues.</p> <p>7.2 Apply the analytical skills and knowledge gained in the programme to a specialised research area</p> <p>7.3 Engage with and appropriately apply a research approach and philosophy to the organisation</p> <p>7.4 Demonstrate an understanding of the implications of theory for decision making and practice</p> <p>7.5 Provide recommendations for business related problems aligned to leading practices in the field</p>
8. Develop strong conceptual knowledge base and apply a set of entrepreneurial skills that enables them to act on creative and innovative entrepreneurial ideas	<p>8.1 Outline the steps required to research the potential for an innovative idea for the development of an existing enterprise, a new venture or a social change opportunity.</p>

	<p>8.2 Identify and consider legal issues affecting business development, ownership and operation of commercial property</p> <p>8.3 Address the development challenges that start-ups face.</p> <p>8.4 Analyse and critic the prospective venture capital investments.</p> <p>8.5 Identify and capitalise on creativity techniques at the individual and organisational level on innovative opportunities.</p>
9. Develop theoretical and practical macro-vision, taking into account socio-political and multi-cultural factors of economic, business and people management internationally, regionally, nationally and locally	<p>9.1 Distinguish between microeconomics and macroeconomics in a business context.</p> <p>9.2 Identify and used various economic theories are critically and creatively to solve business problems.</p> <p>9.3 Identify the parameters for efficient allocation of scarce resources.</p> <p>9.4 Interpret and use economic data for planning and decision-making purposes in a business organisation.</p> <p>9.5 Apply the theories of production and cost concepts to analyse the decisions of organisations to supply quantities at various prices.</p> <p>9.6 Apply basic quantitative methods used to analyse business data and provide solutions for production, planning, forecasting and other decision-making purposes within business organisations.</p> <p>9.7 Analyse the impact of international trade and finance in the economy for strategic decision-making purposes.</p> <p>9.8 Analyse and suggest solutions related to the impact of national income accounting, unemployment, inflation, the economic cycle and fiscal policy on the macro economy as it relates to growth-focused, and sustainable organisational strategy.</p>
10. Demonstrate and apply practical and theoretical knowledge of strategic marketing management of an enterprise.	<p>10.1 Demonstrate knowledge on the broad concepts of marketing strategy and planning;</p> <p>10.2 Critically analyse the processes of strategy development and marketing planning;</p> <p>10.3 Show knowledge on the process of strategy development in a dynamic business environment;</p> <p>10.4 Examine and apply the core concepts and techniques for operationalising marketing strategy and the elements of the marketing mix;</p> <p>10.5 Evaluate the applicability of strategic marketing to a range of business contexts;</p> <p>10.6 Assess the appropriateness of strategic marketing theories to small to medium sized businesses;</p> <p>10.7 Apply and implement strategic marketing plans; Critically evaluate the impact of technological advances on strategic marketing; and</p>

	10.8 Critically evaluate the influence of increasing levels of management education on strategic marketing management and practice.
11. Evaluate and apply project management principles, tools and techniques in a work based project environment;	<p>11.1 Demonstrate knowledge and apply project management processes in delivering successful projects;</p> <p>11.2 Develop project scope and provide accurate cost estimates to the various project activities;</p> <p>11.3 Identify and explain the risks associated with project management and outline approaches to mitigate risks;</p> <p>11.4 Identify the resources required for a project and produce an appropriate work plan and resource schedule;</p> <p>11.5 Distinguish the different types of projects and be able to follow the required stages needed to negotiate a suitable contract;</p>

QUALIFICATION STRUCTURE			
SECTION C			
FUNDAMENTAL COMPONENT	Title	Level	Credits
Subjects / Units / Modules /Courses	N/A		
CORE COMPONENT	Human Resource Development	8	15
Subjects / Units / Modules /Courses	Organizational behavior	8	15
	Knowledge and Information management	8	15
	Accounting and financial management	8	15
	Operations management	8	15
	Strategic management	8	15
	Marketing Management	8	15
ELECTIVE COMPONENT	Entrepreneurship	8	15
Subjects / Units / Modules /Courses	Project Management	8	15
Select one	Managerial economics	8	15
	Business ethics	8	15
Rules of combinations, Credit distribution (where applicable):			
<p>This qualification consists of 8 modules, 7 of which are compulsory core modules and a choice of 1 elective module of 15 credits from 4, at NCQF Level 8. The credit composition summary of the qualification's rules of combinations is provided below:</p> <p>Level 8 credits: 120</p> <p><b>Credit composition summary:</b></p> <ul style="list-style-type: none"> <li>Core modules credits: 105 credits.</li> <li>Elective modules credits: 15 credits.</li> <li>Total credit value for the Qualification: 120 credits</li> </ul>			
List of modules and pre-requisites combinations			
Core Module	Pre-requisite		
Managerial economics	Economics(Microeconomics and Macroeconomics)		
Project management	Operations management		
Strategic management	Organisational behaviour		
Business Ethics	Organisational behaviour		
Entrepreneurship	Operations 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

The formative assessment method for this qualification is by an assignment, which contributes 40% to the final mark.

### Summative assessment

Candidates will undergo a summative assessment, which consists of a written final examination for each module contributing 60% of the final mark.

To pass a module a sub-minimum of 40% is required in each form of assessment and a final combined mark of 50% is required.

### Moderation requirements

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

#### 1. Documentation

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

#### 2. Pre-assessment Moderation

Before administering any assessments that contribute towards the award of credits, moderation must take place. This should entail 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 rubric is consistent with the learning outcomes against which assessment is to be done.

#### 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.

#### **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 20 candidates plus 10% of the remaining total number of Scripts. The sample should be representative of the population of candidates in relation to performance, gender, etc.

#### **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 judgements and decisions
- Assessment instruments and alignment to learning outcomes
- Recommendations for improvement

### **RECOGNITION OF PRIOR LEARNING (if applicable)**

Recognition of Prior Learning (RPL) will apply for awarding purposes to ensure that applicants who possess skills acquired through life or work experience and non-formal education are catered for. RPL will be implemented in accordance with relevant policies and procedures existing in different providers.

Any relevant vocational qualification at NCQF Levels 7 or 8 may render the candidate eligible for exemptions or credit transfer in accordance with applicable provider policies for Credit Accumulation and Transfer System.

### **PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)**

#### **1. Horizontal Articulation**

Graduates of this qualification may consider progression into related qualifications at this NCQF level 8 such as:

- Post Graduate Diploma in Project Management;
- Post Graduate Diploma in Accounting and Management;
- Bachelor of Business Administration (Honours);
- Bachelor of Commerce (Honours) in Marketing Management;
- Bachelor of Commerce (Honours) in Human Resource Management; and
- Bachelor of Commerce (Honours) in Supply Chain Management

#### **2. Vertical Articulation**

Graduates may progress to higher level qualifications at NCQF level 9 such as:

- Master of Business Administration(General);
- Master of Administration in Public Management;
- Master of Administration in Labour Relations Management;
- Master of Science in Project Management;
- Master of Business Administration(Accounting and Finance) and
- Master of Science in Procurement and Supply Management

### **3. Employment pathways**

The graduates will have requisite competencies and attributes to work as:

- Managers,
- Assistant managers,
- Executives
- Owners of small and medium-sized businesses,
- Directors of functional areas

## **QUALIFICATION AWARD AND CERTIFICATION**

### **1. Minimum standards of achievement for the award of the qualification**

The minimum completion time for the award of the qualification is at least one year. A candidate is further required to achieve the stipulated 120 total credits inclusive of the core and elective components, to be awarded the qualification.

### **2. 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**

### **This qualification compares with the following:**

1. UNITEC Institute of Technology's Post Graduate Diploma in Business, worth 120 Credits produces candidates with the following competence:, marketing, communication skills, strategic management , application abilities and research methodology skills.
2. UNISA University's Post Graduate Diploma in Business Administration, worth 120 credits develops the following competencies: accounting, strategic management, leadership, application abilities and research methodology skills.
3. Birkbeck University of London's Post Graduate Diploma in Business Management, worth 120 credits develops the following competencies: business skills, teamwork, communication skills, research skills and personal skills.

The Post Graduate Diploma in Business Management qualifications offered in countries such as New Zealand, South Africa, Britain, United States of America and Ireland generally emphasize development of competencies in research on economic, management, communication, marketing management, human resource management and accounting and financial management at NCQF level 8

The qualifications examined generally follow similar structures and standards, though there are insignificant differences, in that their competencies are more general rather than specific. UNITEC Institute of Technology and Birkbeck University of London has a research module while UNISA has no research module.

This qualification generally compares well with all the qualifications studied since the exit-level outcomes cover similar scope and depth and are aligned to exit-level descriptors typical of this level and type of qualification as done within the region and beyond as well as competencies required for registration with recognized Universities for Master Degrees at level 9.

However, what sets it apart from the qualifications examined is that there is provision for development of knowledge, skills and competencies in marketing, accounting and financial management, human resource management, organizational behaviour and knowledge Information Management, which are critical for developing and equipping the general management practitioners.

#### **REVIEW PERIOD**

The qualification will be reviewed five years upon registration.

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

**N/A**