

BQA NCQF QUALIFICATION TEMPLATE

SECTION A: QUALIFICATION DETAILS											
QUALIFICATION DEVELOPER (S)	BA ISAGO University										
TITLE	Bachelor of Commerce in Retail Operations Management						NCQF LEVEL			7	
STRANDS (where applicable)	1. 2. N/A 3. 4.										
FIELD	Business, Commerce and Management Studies						CREDIT VALUE			480	
SUB FIELD	Management Studies										
New Qualification	Legacy Qualification			Renewal Qualification			✓				
						Registration Code		Q0046			
SUB-FRAMEWORK	General Education			TVET			Higher Education			✓	
QUALIFICATION TYPE	Certificate	I	II	III	IV	V	Diploma	Bachelor	✓		
		Bachelor Honours		Post Graduate Certificate			Post Graduate Diploma				
Masters				Doctorate/ PhD							
RATIONALE AND PURPOSE OF THE QUALIFICATION											
<p>RATIONALE:</p> <p>In Botswana, the retail sector is a vital contributor to the economy, playing a significant role in the Gross Domestic Product (GDP), employment, and revenue. According to Botswana Statistics (2023), the Wholesale & Retail sector constituted 11.1% of the GDP in the first quarter of 2023, ranking as the third-largest contributor. Employment in the wholesale and retail trade sector has been steadily rising since September 2007, reaching 68,987 people in December 2022 (CEIC data, 2023). The employment level signifies the importance of this sector and its potential to grow with the ultimate</p>											

objective of improving the welfare of Botswana populace. These statistics highlight the criticality of robust training programmes for learners in retail operations, as a skilled workforce is indispensable for sustaining and enhancing the sector's performance. The lack of adequately trained professionals in retail operations could impede the sector's growth potential and innovation, ultimately hindering Botswana's economic development trajectory. Statistics Botswana's Census of Enterprises and Establishments (CEE) in 2016-2017, revealed a substantial growth trend, with 6,787 establishments accounting for 36.6% of the total 18,552 businesses surveyed during that period (Statistics Botswana, 2017). This growth creates a demand for skilled professionals who can effectively manage retail operations to ensure profitability and sustainability. The HRDC–Priority Skills List Report (2023-2024) further accentuates this necessity emphasizing the critical need for skilled individuals, such as Merchandisers, Buyers, Service Advisors, Regional Managers-Retail, Operations Manager - Retail, and more within the Wholesale & Retail Sector.

This qualification is intended to provide prospective learners with the required skills and competencies needed in the sector as it continues to expand and evolve, ensuring not only the sector's growth but also the development of a competent workforce capable of meeting its demands. The qualification intends on providing them with the skills of strategizing, merchandizing, pricing and effective management of retails for profitability. As Vision 2036 further highlights the need for a knowledge-based economy, this qualification will contribute to this goal by producing graduates with the expertise to navigate the complexities of modern retailing.

PURPOSE:

The purpose of this qualification is to equip students with specialised knowledge, skills and competence to:

1. Create a comprehensive retail operations strategy integrating principles of marketing, finance, and supply chain management to optimize efficiency and profitability.
2. Critically analyse retail data sets to identify market trends, consumer behaviours, and operational inefficiencies that inform tactical decision-making.
3. Evaluate the effectiveness of retail merchandising techniques, pricing strategies, and customer service initiatives, employing industry benchmarks and performance metrics to drive continuous improvement.

MINIMUM ENTRY REQUIREMENTS (including access and inclusion)

Entry to this qualification is through the following:

1. Applicants must have a minimum of Certificate IV, NCQF Level 4 (TVET/GE) or equivalent.
2. Candidates who do not meet the minimum academic qualifications stated above will be considered through the Recognition of Prior Learning (RPL) process which shall be administered according to the National and institutional policies on RPL. There will also be provision for Credit Accumulation and Transfer to the learner in case they transfer in from another institution as per National Policy on CAT.

SECTION B QUALIFICATION SPECIFICATION	
GRADUATE PROFILE (LEARNING OUTCOMES)	ASSESSMENT CRITERIA
<p>1. Demonstrate competence in the planning and implementation of an overall retail management strategy in the retail industry.</p>	<p>1.1 Assess the current trends in the retail industry for retail concept design and developments.</p> <p>1.2 Develop comprehensive strategic and tactical plans for retail operations.</p> <p>1.3 Apply the principles and theories of planning, organizing, staffing, directing, leading, and controlling in retail management.</p> <p>1.4 Monitor retail operations to ensure successful implementation of strategies and operational processes to maximize store profits.</p>
<p>2. Apply accounting concepts to interpret financial statements and evaluate the financial position and performance of retail operations.</p>	<p>2.1 Prepare accounting information for internal control, planning, performance evaluation, and coordination to continuously improve business processes.</p> <p>2.2 Develop sales and profit reports to determine retail performance.</p> <p>2.3 Develop budgets and financial plans for retail operations.</p>

	<p>2.4 Analyse financial data to determine business performance against objectives.</p> <p>2.5 Calculate the financial impact of the inventory decisions.</p> <p>2.6 Monitor operational expenses and cost of inventory to identify losses and develop strategy for increased profits.</p>
<p>3. Develop appropriate marketing mix and customer relationship management strategies to enhance retail productivity, efficiency and profitability.</p>	<p>3.1 Analyse customer profiles and demographics to determine their needs and wants.</p> <p>3.2 Develop strategies and tactics associated with retail pricing and promotions.</p> <p>3.3 Examine the seasonal factors affecting customer needs and wants.</p> <p>3.4 Identify key retailing positions and their contribution to the customer's experience and the success of the business.</p> <p>3.5 Assess the key issues associated with customer service in a retail environment.</p> <p>3.6 Set service standards to create customer experiences that builds customer loyalty.</p> <p>3.7 Develop strategies for customer relationship management in a retail environment.</p> <p>3.8 Foster positive relationships with suppliers through open dialogue and transparency.</p> <p>3.9 Monitor and assess supplier performance against agreed-upon criteria.</p>
<p>4. Evaluate the complexities of the international environment and its influence on retail operations management.</p>	<p>4.1 Examine key concepts and theories in international retail management.</p> <p>4.2 Contrast different national cultures and their impact on the management style of retailers.</p> <p>4.3 Evaluate the dynamic global retail business environment from a competitive and economic perspective.</p>

	<p>4.4 Utilise appropriate human resources management strategy and policies in international retail settings.</p>
<p>5. Examine the legal and ethical frameworks regulating various retail operations for ease of adherence and compliance in the industry.</p>	<p>5.1 Analyse the relevant national and international laws regulating the retail environment.</p> <p>5.2 Apply the relevant national and international legislations in business transactions.</p> <p>5.3 Adhere to the relevant safety regulations and requirements in the conduct of business activities.</p> <p>5.4 Evaluate the impact of environmental forces on retail operations including legal, market, ethical, social and technological change issues.</p> <p>5.5 Apply a variety of negotiation strategies to achieve mutually beneficial outcomes.</p> <p>5.6 Assess risks and benefits associated with contractual terms and conditions.</p> <p>5.7 Interpret legal implications and obligations within contracts.</p> <p>5.8 Maintain a high level of professionalism in interactions with others.</p>
<p>6. Demonstrate proficiency in selecting and employing appropriate channels of distribution for retail industry.</p>	<p>6.1 Suggest the channels of distribution available to firms for utilization.</p> <p>6.2 Analyse gaps and lead improvement efforts for forecasting and inventory management.</p> <p>6.3 Select channel-spanning performance measures to gauge collective success in reaching the end-user effectively and efficiently.</p>
<p>7. Integrate and use of appropriate information communication technologies for innovation in retail operations.</p>	<p>7.1 Explore various technologies feasible to support retail operations.</p> <p>7.2 Utilise information technology in managing inventory.</p> <p>7.3 Develop customer databases to better manage customer information.</p>

	<p>7.4 Engage more actively with customers through innovative platforms.</p> <p>7.5 Assess the economic value of the use of information communication technologies.</p>
<p>8. Contribute to the advancement of the retail operational management profession through participation in research or inquiry into areas of practice and professional practice.</p>	<p>8.1 Identify problems or areas requiring research in relation retailing.</p> <p>8.2 Analyse the impact of globalization, cultural differences, and international trade on retail operations and consumer behaviour.</p> <p>8.3 Utilise data analytics tools to make informed retail decisions.</p> <p>8.4 Apply statistical methods to analyse sales trends and consumer behaviour.</p> <p>8.5 Develops data-driven recommendations for improving retail operations.</p> <p>8.6 Utilise technology tools for data-driven decision-making</p> <p>8.7 Make oral presentations to both internal and external audiences.</p> <p>8.8 Prepare written reports on retail-related topics.</p>

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SECTION C	QUALIFICATION STRUCTURE				
COMPONENT	TITLE	Credits Per Relevant NCQF Level			Total Credits
		Level []	Level []	Level []	
		FUNDAMENTAL COMPONENT Subjects/ Courses/ Modules/Units	Business Communication	12	
	Computing and Information Skills	12			12
	Accounting Concepts, Principles and procedures	12			12
	Quantitative Methods	12			12
	Introduction Occupational Health and Safety	12			12
	Research Methods		12		12
CORE COMPONENT Subjects/Courses/ Modules/Units	Principles of Business Management	12			12
	Principles of Marketing	12			12
	Introduction to Retail Management	12			12
	Strategic Management	12			12
	Commercial Law	12			12
	Principles of Economics	12			12

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	Managing Retail Locations		12		12
	Cost Accounting	12			12
	Human Resources Management		12		12
	Price Management		12		12
	Procurement		12		12
	Buyer Behaviour and Consumerism		12		12
	Customer Care	12			12
	Contemporary Issues in Retailing		12		12
	Industrial Attachment		60		60
	International Retailing		12		12
	Business Planning and Entrepreneurship		12		12
	Retail Marketing and Sales Management		12		12
	Warehousing and Inventory Management		12		12
	Retail Merchandising Management		12		12
	Supply Chain Management		12		12
	Supplier Relationship Management			12	12

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	Productions and Operations Management		12		12
	Research Project		24		24
	E-Commerce		12		12
	Relationship Marketing			12	12
	Corporate Governance and Business Ethics		12		12
STRANDS/ SPECIALIZATION	Subjects/ Courses/ Modules/Units	Credits Per Relevant NCQF Level			Total Credits
		Level []	Level []	Level []	
1.					
2.					
Electives (Choose 2 modules)	Integrated Marketing Communications		12		12
	Logistics Management		12		12
	Shipping, forwarding and transportation broking		12		12
	Digital Marketing		12		12
	Public Relations Management		12		12

	Green Logistics		12		12
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BOTSWANA
Qualifications Authority

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SUMMARY OF CREDIT DISTRIBUTION FOR EACH COMPONENT PER NCQF LEVEL

TOTAL CREDITS PER NCQF LEVEL

NCQF Level	Credit Value
Level 6	156
Level 7	300
Level 8	24
TOTAL CREDITS	480

Rules of Combination:

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

The credit distribution is made up of 72 credits from the fundamental component, 384 credits from the core component and 24 credits from the elective component, where learners will choose only two (2) modules, either 2 marketing modules or 2 logistics modules. The modules cannot be mixed.

ASSESSMENT ARRANGEMENTS

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

- Be registered and accredited as Assessors and Moderators by the Botswana Qualifications Authority or its equivalent.
- Be experts in Retail Operations Management or any related qualifications at level 9 in the sub-field of the qualifications area.

i. Formative Assessment

The weighting of formative assessment is 60 % of the final assessment mark.

ii. Summative Assessment

The weighting of summative assessment is 40 % of the final assessment mark.

MODERATION ARRANGEMENTS

There will be provision for internal and external moderation, conducted by Moderators registered with Botswana Qualifications Authority (BQA).

RECOGNITION OF PRIOR LEARNING

Recognition of Prior Learning, will be applicable for consideration for award in this qualification as specified in policies by the Education and Training Provider (ETP) in line with the National RPL policy.

CREDIT ACCUMULATION AND TRANSFER

Credit Accumulation and Transfer, CAT will be applicable for consideration for award in this qualification as specified in policies by the Education and Training Provider (ETP) in line with the National CAT policy.

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

Learning Pathways

Horizontal Articulation:

- Bachelor of Commerce in Marketing

- Bachelor of Commerce in Purchasing and Supply
- Bachelor of Commerce in Transport Management and Logistics
- Bachelor of Commerce in Supply Chain Management
- Bachelor of Commerce in Business Management
- Bachelor of Commerce in Entrepreneurship
- Bachelor of Commerce in Strategic Management

Vertical Articulation

- Bachelor of Commerce Honours Supply Chain Management
- Bachelor of Commerce Honours in Business Management
- Master of Commerce in Retail Operations Management
- Master of Commerce in Marketing Management
- Master of Commerce in Purchasing and Supply Chain
- Master of Commerce in Transport Management and Logistics
- Master of Commerce in Supply Chain Management
- Master of Commerce in Business Management
- Master of Commerce in Strategic Management

Employment Pathways

- Retail Store Manager
- Account Manager
- Sales Manager
- Retail Analyst
- Retail Operations Manager
- Merchandise Manager
- Procurement Manager
- Supply Chain Manager
- Pricing Manager

QUALIFICATION AWARD AND CERTIFICATION

Candidates meeting the prescribed requirements will be awarded the qualification in accordance with the qualification composition rules and applicable policies. To be eligible for the award of

Bachelor of Commerce degree in Retail Operations Management, candidates should have obtained a minimum of 480 credits. A certificate will be issued to learners who are awarded the qualification.

SUMMARY OF REGIONAL AND INTERNATIONAL COMPARABILITY

This qualification compares well with following:

- Bachelor of Commerce in Retail Management- MANCOSA, South Africa
- Bachelor of Science in Retail Management- Stockholm School of Economics, Sweden
- Bachelor of Business Administration Retail Operations Management- Dy Patil University Online, India

The proposed qualification compares favourably with the qualifications offered by regional and international Universities.

Title

The proposed qualification shares a common title with all the qualifications compared with despite the different designators.

Learner Exit Outcomes

All the qualifications collectively aim at equipping learners with a comprehensive understanding of the retail industry and the management principles and practices specific to retail operations.

Domains

There are also similarities in terms of the domains found in the proposed qualification and the ones benchmarked with and they are foundational business domains such as Business Communication, Accounting, Economics, Management Principles, and Marketing. They also delve into specialized retail domains including Retail Management, Supply Chain Management, Customer Relationship Management, and Retail Marketing. The proposed qualification and Stockholm School of Economics qualification have an element of research project component with a key focus on guiding the student through the research process in their field and enabling them to conduct and present sound research results that solve contemporary retail operations management challenges.

Assessment Strategies

In terms of assessment strategies, all the qualifications use formative and summative assessments. The rule for award of qualification in all the qualifications is for learners to complete all compulsory modules and attain the minimum required credits.

Differences

Duration

The proposed qualification run for 4 years while the compared qualifications run for 3 years on a full-time basis.

Credits

The other variations present themselves in terms of credits where the proposed qualification carries 480 credits whilst MANCOSA's qualification carries 360 credits and Stockholm School of Economics qualification, 180 credits.

Despite the slight differences the proposed qualification and the ones compared with, they all remain favourably comparable.

Articulation

In terms of articulation, all the qualifications have similar routes for educational progression and employment pathways. The common education progression pathway for all the qualifications together with the proposed is Master of Commerce in Supply Chain Management. The qualifications have similar employment pathways and the ones that cut across in all qualifications are Retail Store manager and Merchandise Manager.

REVIEW PERIOD

(Note: Please use Arial 11 font for completing the template)



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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	



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