

QUALIFICATION SPECIFICATION							
SECTION A							
QUALIFICATION DEVELOPER		MANAGEMENT COLLEGE OF SOUTHERN AFRICA					
TITLE		MASTER OF BUSINESS ADMINISTRATION			NCQF LEVEL		9
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
		Bachelor Honours / Post Graduate Diploma			Master	✓	Doctor
CREDIT VALUE						240	
RATIONALE AND PURPOSE OF THE QUALIFICATION							
Rationale: The HRDC-Top Occupations in high Demand (Dec, 2016), validated data under Finance and Business Services indicated that there is a need for graduates with a commercial background from different tertiary levels who can actively participate in the economic growth and diversification drive. Economic growth should be supported by good and effective strategic management and therefore there is need to equip people with astute economic management skills. This is a qualification which is targeted at students in managerial and leadership positions and those aspiring for these positions who wish to improve or develop their knowledge and competencies in management and leadership in a business environment. Such graduates are well equipped with commercial knowledge combined with leadership skills that enable them to deal with economic vagaries affecting the country at large. It is therefore paramount that a qualification such as Master in Business Administration assists in fulfilling this lacuna of developing strategic economic managers that has been identified by the							

HRDC document. The HRDC document's findings have been corroborated by 2016 Needs Analysis Report that confirmed the high need for the qualification by the local market.

The qualification is also supported by 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 (2008:10). It also 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. The type of education curriculum that is envisaged to prevail is that which would be aligned to the needs of the economy and business in particular.

Purpose:

The purpose of the MBA is to produce graduates with relevant management competencies. They may assume general and specific management positions with responsibilities for supervising, directing, controlling and leading operations in the organisation. The competencies captured in this qualification will enable the learner to further develop their functional and conceptual understanding of business management and administration. The qualification is intended to develop an integrated conceptual understanding, synthesis and critical application of specialised knowledge and skills in business management, as well as in general management, operations management, organisational behaviour, human resource management, marketing management, accounting and economics. Learners will also master analytical skills inherent in research and decision-making.

Learners successfully mastering the competencies in this qualification will be able to contribute to the broader society by making strategic business decisions based on specific knowledge of specialised areas in business management.

The qualifying learner will be capable of:

- Making business decisions using quantitative methodologies, technology and specialised knowledge in business management.
- Reflecting 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 Botswana, the region, and world at large.

ENTRY REQUIREMENTS (including access and inclusion)

a. The prospective student must hold a Bachelor's Degree with Honours, a Postgraduate Diploma (NCQF level 8) from an accredited institute or equivalent qualification.

c. In addition to the above, the student is expected to:

- Have a minimum of three (3) years working experience, a minimum of 2 which must be at a managerial level.

Applicants who do not meet the minimum admission requirements as set out above may be eligible for admission on the basis of considerable life or work experience in accordance with the policy on Recognition of Prior Learning (RPL). Applicants who wish to gain admission on the basis of prior learning will be assessed by the Certified RPL officer to determine their competence levels in their intended area of study.

RPL

It is possible in exceptional circumstances to gain entry into a qualification on the basis of RPL. A small number of applicants who do not meet the minimum entry requirements may be considered for acceptance via RPL in accordance with the RPL policy.

International Student Admissions Requirements:

To be considered for admission to MBA, an international student should have:

- An appropriate educational qualification deemed by BQA to be equivalent to the honours degree or postgraduate diploma (NCQF level 8)
- Where English is not the first language or where the applicant has completed studies in a language other than English, evidence such as Test of English as a Foreign Language (TOEFL), International English Language Testing System (IELTS) or other relevant documented proof will be required.

•In the case of foreign students, qualifications that are not awarded by a university will be evaluated by BQA for an equivalent NCQF rating. Applications will thereafter be evaluated.

QUALIFICATION SPECIFICATION		SECTION B	
GRADUATE PROFILE (LEARNING OUTCOMES)		ASSESSMENT CRITERIA	
1. Apply advanced management concepts, principles and theories in a variety of organizational settings.		1.1 Relate structure, context and communication patterns to organisations to the development of social and intellectual capital; 1.2 Link the theories of organisational leadership to systems and organisational learning; 1.3 Assess the requirements for making decisions related to each part of the operations function 1.4 Make effective managerial decisions in order to ensure that effective utilisation of resources is achieved.	
2. Develop a multi-disciplinary and global view of business operations, problems, situations and solutions.		2.1 Discuss the tasks and strategic perspectives that encompass operations management; 2.2 Make effective managerial decisions in order to ensure that effective utilisation of resources is achieved 2.3 Apply language effectively to convey ideas and insights intelligibly. 2.4 Evaluate, interpret and generate information from a variety of sources. 2.5 Conceptualise the ramifications of accounting and economic policy and business decisions	

	in a language which is accessible to the general public and various stakeholders in the business community.
3. Evaluate the challenges and opportunities that are created by the cultural and ethnic diversity in Botswana and Southern Africa at large.	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; 3.2 Apply personal values and ethical principles as a basis for identifying, analysing and managing ethical issues in contemporary business settings; 3.3 Analyse the influence of critical stakeholders on business operations, and to apply principles of stakeholder management to contemporary issues in business practice; 3.4 Understand the legal, ethical, and social responsibilities of business toward their members, their customers, and the natural environment; 3.5 Solve contemporary ethical and social issues in the business, economics or public.
4. Develop and support the implementation of a strategic perspective with respect to organizational decision-making	4.1 Describe the nature and dynamics of the strategy formulation and implementation processes as they occur in complex organizations;

	4.2 Distinguish between the different levels of strategy and strategic approaches in organizations; 4.3 Critically evaluate the organisational quest for competitive position and the need to create value for its many stakeholders; 4.4 Evaluate and assess the need for organizational strategic change and transformation. 4.5 Research and produce thoughtful and analytical aspects of business practice to produce a solid empirical basis for decision-making purposes, including implementation aspects;
5. Apply technology to business functions and an integrated e-business economy.	5.1 Optimise communication and information technology (CIT) by using appropriate media for both specialist and non-specialist functions and audiences; 5.2 Reflect on your own performance in approaching technology management problems and forming solutions; and 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.

	5.4 Work with others to develop solutions in response to a technology management problem. 5.5 Develop problem-solving skills and apply them independently to professional or equivalent level tasks;
6. Analyse and evaluate the effectiveness of the financial implications of business decisions.	6.1 Evaluate and apply theories that underlie current thinking in accounting, finance and investment in practical situations; 6.2 Analyse, synthesise and evaluate the impact of globalisation on financial reporting, investment and management and financial accounting; 6.3 Evaluate the relevance of global economic, social, regulatory and political factors affect the accounting and finance context; and 6.4 Describe the role of accounting information within the capital markets and the impact which financial statements have on investment decisions. 6.5 Strategically analyse and interpret from a management perspective a set of financial books regarding the profit and loss statements of an organisation, formulate a cogent assessment of the situation and develop recommendations for increased financial health of the organisation;

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.	7.1 Determine the role of analytical and research methods in the systematic study of organisational problems and issues. 7.2 Apply the analytical skills and knowledge gained in the programme to a specialised research area 7.3 Engage with and appropriately apply a research approach and philosophy to the organisation 7.4 Demonstrate an understanding of the implications of theory for decision making and practice 7.5 Provide recommendations for business related problems aligned to leading practices in the field
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QUALIFICATION STRUCTURE			
			SECTION C
FUNDAMENTAL COMPONENT Subjects / Units / Modules /Courses	Title	Level	Credits
	N/A		
CORE COMPONENT Subjects / Units / Modules /Courses	Human Resource Development	8	15
	Strategic Marketing Management	8	15
	Information and Knowledge Management	8	15
	Operations Management	8	15
	Financial Management	9	20

BQA NCQF Qualification Template

DNCQF.FDMD.GD03

Issue No.: 01

	Managerial Economics	9	20
	Strategic Management	9	20
	Research and Quantitative Methods	9	20
	Dissertation	9	80
ELECTIVE COMPONENT (SELECT ONE ONLY) Subjects / Units / Modules /Courses	Project Management	9	20
	Entrepreneurship	9	20
	Health Care Management	9	20
	Leadership	9	20
	Supply Chain Management	9	20
	Environmental Management	9	20
	Change Management	9	20

Rules of combinations, Credit distribution (where applicable):

To be awarded the qualification learners are required to obtain a minimum of 240 credits at NCQF Level 8 & 9 and take at least a minimum duration of one year to complete

This qualification consists of 10 modules which are made up of compulsory core modules: 4 modules at Level 8, 4 modules at Level 9, 1 dissertation at Level 9 and 1 elective module at Level 9: The credit composition summary of the qualification's rules of combinations is provided below:

Credit composition summary:

- Level 8 modules: 60 credits
- Level 9 modules: 100 credits (including one elective)
- Dissertation level 9: 80 credits
- Qualification total credit value: 240 credits.

List of modules and pre-requisites combinations

Core Module	Pre-requisite
Dissertation	Research and Quantitative Methods

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 is by:

Assignment.

The contribution to the final mark is as follows:

Assignment - 50%

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 the 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:

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 out-come 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) is recognized for academic admission purposes to ensure that applicants who possess skills acquired through life or work experience and non-formal education are catered for. Any relevant vocational qualification at NCQF Levels 7 or 8 may render the candidate eligible for exemptions or credit transfer in accordance with applicable University policies (RPL policy).

PROGRESSION PATHWAYS (LEARNING AND EMPLOYMENT)

1.3 Articulation possibilities of this qualification.

The qualification builds on cognate Honours Degrees and Postgraduate Diplomas. The qualification allows for

articulation to the Doctor of Business Administration Degree (DBA) and Doctor of Philosophy Degree (PhD) both locally and internationally. The qualification also articulates horizontally with Master of Commerce Degrees offered by other reputable institutions of higher learning.

1.Horizontal Articulation

Graduates of this qualification may consider pursuing related qualifications at this NCQF level 9 such Master of Commerce or Master in Project Management in any Business area.

2. Vertical Articulation

Graduates may progress to higher level qualifications at NCQF level 10 such as: Doctor of Business Administration (DBA) or Doctor of Philosophy (PhD)

3. Employment pathways

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

- CEOs
- C Suite Executives
- General Managers,
- Assistant General Managers,
- Owners of small and medium-sized businesses,
- Directors of functional areas
- Business Strategists
- Business Consultants

QUALIFICATION AWARD AND CERTIFICATION

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

A candidate is required to achieve the stipulated 240 total credits inclusive of the core and elective components and a Dissertation, 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 Master in Business (New Zealand), worth 120 Credits produces candidates with the following competences: marketing, communication skills, strategic management, application abilities and research methodology skills.
- 2.** UNISA's Master 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 Master in Business Management worth 120 credits develops the following competencies: business skills, team work, communication skills, research skills and personal skills.

The Master 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 economics, management, communication, marketing management, human resource management and accounting and financial management at NCQF level 9

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 attributes such as knowledge and application of 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

Every 5 years

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